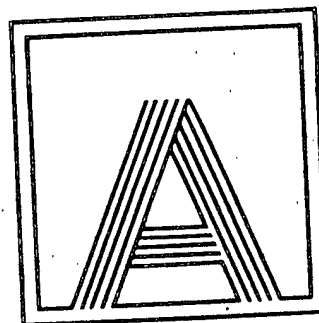
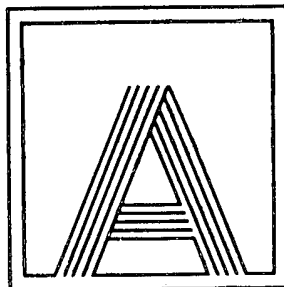


**VOLUME**

**2**



SECRET



FEBRUARY 1984

# DIRECTORATE OF ADMINISTRATION

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GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA

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DDA 84-0217/20

17 February 1984

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Product of DCI Exercises on Developing Goals, Principles,  
and Standards for CIA

1. I am proud to present the Directorate of Administration's product of your exercise in developing CIA's goals, principles and standards. I am particularly proud of the thoughtfulness and professionalism exhibited by our Directorate's inputs. This is particularly pleasing since we are often divorced from the intellectual side of the Agency, i.e., operational and analytical, and probably unconsciously considered the "hewers of wood and carriers of water." The papers we forward may belie that perception, if in fact it does exist.

2. As you will note from some of the Office Directors' memoranda to me, the exercise drew some skepticism and question of purpose and effective result. From what I have been able to glean from people involved, that skepticism soon evolved to a sincere interest in the exercise that in many cases resulted in people willingly working after hours on their inputs. I understand that many wanted more time to think about the exercise and to try to do a better job.

3. My direction to DA Office Directors did not tie them to a single procedure as to how to develop these papers. I did propose, however, in order to receive an input from "every corner of the organization," that they consider starting at the Branch level with all of the Branch inputs being synthesized at the Division level, and the Division level inputs being distilled into a product for the office. The Offices' inputs were used to develop a Directorate product. Some of the Offices used this proposal, others did not. In accordance with our discussion, you are receiving all of our papers. Where you see a single signature or name does not necessarily mean one person developed the paper but is the representative for the group.

4. I commend you on initiating this exercise but caution that we have a tiger by the tail. We have created great expectations, not to follow through would be disastrous. This atmosphere of expectation, hopeful expectation that this quest is genuine, implies that you and the senior management of the Agency are committed to excellence in all its forms. Lurking beneath this expectation is a latent cynicism born of past

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frustrations where expectations, however perceived by our people, came to naught. We, therefore, owe to our Agency an honest, realistic, and sincere push to strive for understandable goals and standards and to pursue excellence in every corner of the Agency.

5. In the notebooks attached you will find a theme running through the inputs that we are a proud organization--proud of our Agency, our mission, and our people. Our people believe we are better than other Government agencies and the corporate giants. They believe our codes of conduct and unwritten ethics are more rigid than either Government or the private sector. We understand the principle of "the customer is always right" but "do not operate for profit but with a sense of duty and pride."

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6. During the past decade, starting in 1973, we went through considerable trauma with RIFs, investigations, and a less than hospitable Congress, news media, and public constituency. Decisionmaking was sucked up or pushed up. It became practice to get a legal opinion before making a decision. Our lawyer population grew from [ ] to currently [ ]. We wrote regulations that were bureaucratic and involved enough people in the decisionmaking process to ensure that no one individual had too much at risk. We are still faced with the necessity of congressional approval of changes to our regulations. This must be changed. We must let the lower grades have an opportunity to take risks, to make decisions. Within our Directorate I have a Task Force composed of the Deputy Directors of the Offices studying ways to reduce bureaucracy in the Directorate and across the Agency. I will make the results of their findings available to the Executive Committee. Although I understand the facts of life and the difficulties we face, we must resist pressure from Congress and the Administration(s) to become another bureaucratic line organization, otherwise this will further erode our elitism and rob us of 37 years of tradition. We are not the Department of Agriculture but this country's protector of national security.

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7. The theme of the suggestions and thoughts contained in the papers say we have a serious mission, that we are different from our federal colleagues, that we do a better job, that we want to reduce bureaucracy, that we need less upper level decisionmaking, that we deserve proper recognition for our efforts, and that we are "one Agency" with a common purpose. To meet these goals and expectations, there are a number of specific and general suggestions which the employees are charging you to consider and implement if at all possible. What these submissions tell us is that our people want to see positive action and movement; they want to participate as much as possible in decisions which affect them; they want feedback as to the quality and nature of their work; and they want no lowering in standards in the people we employ. We must continue to seek the best and the brightest.

8. Your personal initiative in pursuing the search for excellence and the sincere responses from our employees offer this Agency an excellent opportunity to take a close look at ourselves, enumerate fundamental goals and precepts, then take every means possible (using your authorities where needed) to implement them for the common good.

[ ]  
Harry E. Fitzwater

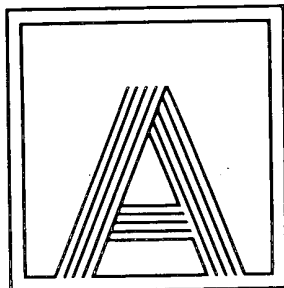
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Attachments

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**DIRECTORATE  
OF  
ADMINISTRATION**

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**GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA**

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**SECRET**

**OFFICE OF FINANCE**

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

### PURPOSE

- + To provide objective, accurate, timely and useful intelligence to a wide range of consumers. Individual and collective efforts are directed to achieve this purpose, regardless of the nature of our immediate tasks.
- + To conduct counterintelligence abroad; to research and develop state-of-art technical collection systems.

### ORGANIZATION

To maintain an organizational structure that fosters interdirectorate communication and cooperation, and through which components can depend on each other to support individual and joint activities; to respect each element's responsibilities and contributions; to make full use of all elements.

### ETHICS

To conduct our activities without abridging the constitutional or legal rights of United States persons; to assure that all employees are aware and sensitive to the letter and spirit of the legal context in which CIA operates. To manifest the highest degree of professional and personal integrity.

### PEOPLE

To conduct our activities recognizing that the strength of the organization depends on the quality of its people, and that its excellence is related to the opportunities it affords for their professional and personal growth. To hire and retain people of high quality and in accordance with fair selection procedures; to recognize good performance through personnel actions such as promotion, training and assignments; to select managers for their ability to develop employees, inspire enthusiasm, and promote excellence.

### MANAGEMENT

To foster a management climate which rewards initiative, creativity, risk taking, and responsibility in the attainment of the Agency mission; to assure the quality of work life of Agency personnel; to recognize the good management of human, technical and fiscal resources.

MEASURE OF RESULTS

To have the mechanism and work environment which permit the assessment of customer satisfaction with the value, relevance, quality and timeliness of our product and services.

STANDARDS

To excel in our work performance, development of people, and in the research, development and installation of the most effective technological systems; to exemplify ethics and integrity of the highest order; to possess the capability and flexibility to meet difficult and sudden changes; to maintain a system that allows leadership and the achievement as the best intelligence service in the world.

### THOUGHTS AND RECOMMENDATIONS

- Develop processes for critical review of our performance through the utilization of outside experts and internal "devil's advocates;" maintain effort to seek and develop personnel with diverse attitudes, points of view, and perspectives.
- Develop creative ways for recognizing outstanding performance.
- Place greater emphasis on orienting new employees to the uniqueness of Agency, its goals, principles, and standards.
- Do away with "artificial" constraints regarding eligibility for training.
- Institute a mechanism through which personnel can evaluate their managers.
- Create a managerial climate that encourages responsibility and subordinates bureaucracy.
- Establish a better control of classified information to prevent "leaks."
- Update regularly the Agency mission, and educate personnel on the matter.
- Develop a code of ethics.
- Develop a better mechanism to disseminate information in the Agency, i.e., personnel system and competitive ranking.

## GOALS, PRINCIPLES, AND STANDARDS FOR CIA

**PURPOSE:** To be the central intelligence organization/agency for the US Government, and to provide timely, accurate, and objective intelligence across the board; to provide policy makers and implementers with the strongest intelligence base, to aid in decision making and resultant actions, and, in an apolitical atmosphere.

**ORGANIZATION:** The Agency is organized into five diverse directorates, each critically dependent on the others, to support and execute their individual and joint activities.

**ETHICS/INTEGRITY:** The Agency's mission is carried out within the framework of Congressional statutes and Department of Justice authorities, governing the mission of intelligence collection, production and dissemination. Senate and House oversight committees have cognizance over all activity ongoing or planned, and are regularly briefed on such.

**PEOPLE:** Human resources are the most important ingredient in an intelligence organization. The foundation of this Agency is rooted in the quality, loyalty, dedication, and commitment of its employees. Attention must be paid at all levels to the human resources; employees must be developed, encouraged, trained, challenged, and rewarded, or recognized, not just in tangible ways.

**MANAGEMENT:** The Agency must have clear objectives and leadership which generate challenge, belief, and enthusiasm at all levels. The system must work up and down simultaneously; bureaucracy must be kept at a minimum, if an organization such as the CIA is to operate effectively and positively. Creativity must be encouraged, regardless of location and amount of risk. An intelligence organization which discourages creativity, free thinking, unconventionality, but encourages conformity, bureaucratic layers, and cautious conservatism will not be an effective service for long, but will sink into comfortable mediocrity.

### STANDARDS:

\*Performance of the highest quality, with professional commitment and application.

\*Consistent ethical and moral standards.

2/14/84

\*Development of skills and competencies via training, and self and career development.

\*Commitment to employees, and an incentive system, separate from the pay scale.

\*Acquisition and utilization of the most effective and state of the art technologies.

\*Challenge and creativity in meeting and coping with ever changing requirements.



STAT

## QUEST FOR EXCELLENCE

This response to the DCI's "Quest for Excellence" is framed within the general statements on Purpose, Organization, etc. noted in the annex. The objective is to apply the DCI's demand for a serious examination aimed at improving overall quality.

1. Purpose. There is general agreement over the need for a clear and forceful statement of purpose. The statement noted is satisfactory but incomplete. It suggests more unity than actually exists. CIA is a conglomerate and must adjust to that fact. The statement of purpose would be more meaningful if broken down by field of activity: human and technical collection; counter intelligence; analysis and production; support; and covert action. Agency leadership must define clearly tasks and limitations. There should be a recognition of the need for change including the phasing out of programs as well as the emergence of new ones. We must recognize practical limits, that is "mind your knitting..." There are things we cannot do as well as things we must do.

2. Organization. The lesson noted in "Search for Excellence" is relevant. "Organization follows strategy." This has not always been the case in CIA, where organization has sometimes been a substitute for policy.

Recommendation. Organization must be adapted to realities and designed for impact and efficiency. It would be wise to experiment with an amalgamation of a DO area division and a DI regional office. Can it increase efficiency without impacting on operational security?

The Office of Training and Education is particularly affected by organizational compartmentation. Much training takes place completely outside of OTE. A study should be made of the existing system to determine if it is effective and if it should be modified.

3. Ethics and People. There is within CIA a strong sense of purpose and commitment. Although somewhat shaken by the revelations of the 1970's, it is still impressive. Valuable as it is, we must assure that it does not result in non critical thinking. We need frank and open appraisal of past mistakes with stress on individual responsibility.

Recommendation. A code of ethics is too general and legalistic. Rather, we might develop a statement of ethical concerns adapted for the individual within his component. We should consider experimenting with having an annual evaluation of supervisors by subordinates. It may be very useful. Within OTE's area of work, it may be time to proceed with a "Professional Development Course" for pre-midcareer level persons which may help to identify individual concerns and stimulate creative thought.

Recruitment. The DCI's statement is not convincing. He ignores the fact that CIA has a bad image within significant sectors, including parts of the academic world. Public relations efforts should focus on this area, emphasizing the collection and analytical role of CIA.

4. Management. The statement of the objectives is laudable but does not describe management within much of the Agency. Preparation of PAR's is not consistent; supervisors often discourage initiative; compartmentation impedes communication; the system of review and control discourages the freedom of action so praised in "...Excellence." Many of these problems can be addressed in the discussion groups but particularly in improved supervisor attention to people as distinct from substance. Training does play a valuable role-- internal and external. Many of the complaints of civil service life cannot be solved but the open airing can help. At the same time we must emphasize that we are a public service organization accountable to established authority. We work within a fabric of statute and regulation. The suggestion that the DCI should use his special authority for miscellaneous matters of benefits, etc., is unwise. Such authority must be carefully restricted to matters of critical concern.

5. Results. Valuable as the corporate examples may be, we need to look for other models since the profit indicator is not available. Certain universities, scholarly centers, museums and cultural centers have operated effectively without profit. Can we learn from them? This would still require deadlines and measurement but the "get it done and move on" aspect noted by the DCI is not appropriate. Long term development with the possibility of failure is a part of intelligence. For one Penkovsky there are many failures. Again, we must "mind our knitting" by concentrating on the priority areas facing us while looking with imagination to the future.

Purpose

Assembling the best people available to provide accurate, objective, timely, and useful intelligence support to policy makers as an impartial observer and reporter. Accountability provides legitimacy to purpose--accountability to the people of the United States through their executive, legislative, and judicial surrogates.

Organization

The structure of the Agency must consist of interdependent cooperating elements which are flexible, disposable, and renewable. Its essence is providing the environment and support to enable each employee to work to his/her fullest potential toward accomplishing our purpose. The organization provides opportunities for professional and personal growth concomitant with production, potential, and excellence.

Management

Management consists of temporary caretakers of people and product whose function is to recognize and foster individual talent, initiative, and creativity even at the expense of reordering or replacing the production form. Constant, open, honest communication and contact as far up, down, and across as possible is the mark of the Agency manager who must be capable of motivating, delegating, developing, rewarding, penalizing, or discharging his subordinates in a fair and unbiased manner. His/her ability to blend manpower, technology, and other resources to achieve objectives supporting the Agency's purpose is the standard by which his/her competence is measured.

13 February 1984

MEMORANDUM FOR: Executive Officer

FROM:

25X1

SUBJECT: Goals, Principles and Standards

1. I have read the four papers assigned to me and find so much that is banal and trivial that I have concluded that in our Quest for Excellence 1984 the process is the product, that by convening working groups to massage the Director's text we have recognized and been surprisingly successful in satisfying everyone's basic hunger for esteem and recognition. That may be enough. To do more would unveil the timorous beast that hides beneath the mantle of the Central Intelligence Agency.

25X1

3. And yet, the thread that runs through all four of the papers that I've read is a presumption that we deliver a quality product and/or service to the highest echelons of the US Government and that all of the Agency is fully engaged in doing so, that some kind of synergistic process is at play--enhancing our integrity and purposefulness. At this juncture, that is errant--and self deluding--myth. Fewer than 10 percent of the Agency's population is or ought to be engaged in delivering any product. The rest are bureaucrats of one stripe or another. We are a diverse and changing organization--overly managed, judged and promoted or found wanting by criteria that are nowhere standardized or applied evenly, and strangling in red tape spun by marginally competent administrators bent on saving their asses.

CONFIDENTIAL

25X1

SUBJECT: Goals, Principles and Standards

4. Thirsty for public acclaim, though a "secret service," we demand recognition of our integrity. It is as though saying it will make it so. Hogwash. It is obvious that many of the people who contributed to the papers that I have read crave acceptance by a peer group and "loving" supervisors who share with them everything there is to know about anything and who compliment them profusely for doing what they are paid to do. Presumably such verbal intercourse complements the Self-satisfaction that comes from "knowing they have served their country well."

5. OTE has accomplished that.



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OTL

Those of us who have served the Agency for more than three decades have seen many changes occur, have witnessed successes and failures, have observed a variance of management styles displayed by our senior officials and have survived periodic reductions in force. The Agency in 1984 is, in my judgment, a more sophisticated, professional and legally and morally responsive organization than it has ever been. This is due to many factors, among them the heritage bequeathed by our predecessors, the pride and dedication of the majority of employees and the knowledge that in some small way we are making incremental changes toward a better product.

In the out-years the Agency will be faced with the age-old problems of recruiting the best, keeping current with technological advances, maintaining credibility with the Legislative Branch and rising above politics.

One area where uniqueness and excellence may be achieved would be to conduct a concerted drive to utilize the special authorities granted the Director to establish separate pay scales and other benefits for CIA separating us from the beauracrat Civil Service System.

15 February 1984

MEMORANDUM FOR: Director of Education and Training

STAT

FROM:

Chief, Information Science Center

SUBJECT: Some Thoughts on Excellence

1. The assignment to set down a set of basic values unique to and inherent in CIA is an interesting and challenging task. An approach which seems to fit my perception of what "CIA is all about" would look something like:

A. We value service to country. Call it patriotism, call it "corny", call it whatever, there are needs of the country-at-large which must be met by someone if the country is to survive. We are part of that group of people who have been chosen to serve the public, and we value that opportunity.

B. We value the service we provide. We have been entrusted by the public to provide intelligence information to our government officials on any and all threats from non-U.S. sources. We have also been entrusted to thwart those threats by appropriate action if it is in the best interests of the security of our country to do so. We believe in the service we provide and value it as essential to the survival of the people we serve.

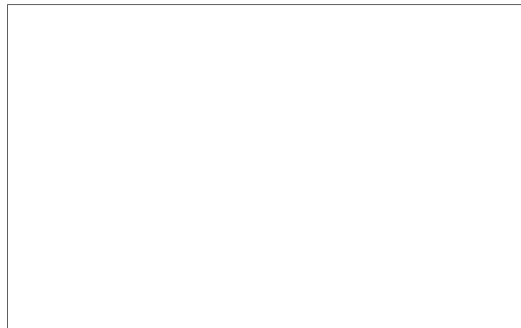
C. We value the people who serve in CIA. They are the means by which we meet our obligations. They must be carefully selected. They must be trained. They must be challenged and motivated. They must be given the opportunity to contribute up to their full potential, and they must believe in what they are doing. In other words, they must share the organizational value structure.

SUBJECT: Some Thoughts on Excellence

D. We value the opinion of the public concerning the quality of our service. The public must trust us and have faith in us to act in their best interests. That does not mean we must tell the public everything. I am convinced they do not want that. What they do want and expect, however, is that what we do in secret is what they would want us to do if they had access to the same information. Everything we do should meet this test.

2. Certainly no less crucial than articulating a set of CIA values is how we "live" them. Hopefully, the results of this effort will be a statement of beliefs which CIA people will feel comfortable with, not a set which has to be sold. I do not view the next step as an implementation phase; but, perhaps, more of an effort to raise the awareness level for CIA employees of what we are all about. The day-to-day action at every level of the organization and by every individual from the DCI down must be consistent with our statement of values.

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IN SEARCH OF EXCELLENCE: A STATEMENT OF AGENCY GOALS

IDB/OTD/ ☐ OTE

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PURPOSE

The Central Intelligence Agency exists in order to foster the National Goals and security of the United States, in accordance with the wishes of the President, the Congress, and the American People.

OBJECTIVES

- 1.0 To collect, analyze, and apply information and judgment in order to produce "intelligence."
- 2.0 To provide intelligence in a comprehensive, timely, accurate, and useful way to authorized consumers.
- 3.0 To establish a continuing high quality organizational resource for intelligence production-- as personnel and technology are employed effectively, appropriately, and ethically.

(SAMPLE ENABLING OBJECTIVES)

- 3.1 Recognition, recruitment, reward, and retention of persons who possess qualities of creativity, leadership, independence of action, and entrepreneurship.
- 3.2 Identification, acquisition, utilization, and maintenance of technologies that expand or improve existing capabilities, provide new organizational potential and/or enhance the performance of personnel.

(SAMPLE ENABLING SUBOBJECTIVES)

- 3.1.1 Recruitment efforts will be targeted toward proven achievers.

Example: Recruiters will focus as much on college instructors as college students.

- 3.2.1 Technological change shall be instituted before the technology changes.

Example: The budget and procurement cycles for new and innovative procedures and devices will be on a faster track than for routine and predictable items.

IN SEARCH OF EXCELLENCE: A STATEMENT OF AGENCY GOALS

TCB/OTD ☐ OTE

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OBJECTIVES

Our reason for being is to improve on that which we have done before. To produce better intelligence, to recruit better agents, to analyze, to develop, to research, to produce with a greater degree of certainty, accuracy and speed.

PHILOSOPHY

The foundation of the Agency is its people. These people must believe in the Agency and be willing to support it and to accept sacrifice in order to do so.

Everyone can contribute, is involved, and shares in the responsibility to promote Agency tasks and responsibilities. This encompasses a very necessary "sense of belonging," or identifying with the Agency and our need to continue to improve and refine our individual areas of work.

STANDARD

There is really only one standard. Our performance deserves no less than absolute integrity in all our actions. Honesty and trust are but parts of the sine que non of our Agency, the integrity of all its employees.

(ADDITIONAL COMMENTS)

We need employees who are motivated to perform. Intelligence, training, technical backgrounds are useful but not as essential as is motivation to do, to learn, and to try. Common sense vice intelligence is important. The world is replete with stories of failed individuals of high intelligence. Common sense is more useful, particularly when combined with high intelligence. Common sense affords us the willingness to learn and to adapt to new situations. We must foster the understanding and belief that upward mobility in the Agency is fairly distributed and possible .

9 February 1984

MEMORANDUM FOR:   
Executive Officer, OTE  
FROM: Group #1  
SUBJECT: In Search of Excellence

STAT

The Central Intelligence Agency, like any service-oriented company, should be dedicated to producing the highest quality product possible for its' consumers. The need to motivate managers and employees alike to pursue excellence and work towards this common goal is critical. Four areas of concern have been identified where improvement can only serve to increase quality.

#### COMMUNICATION

Enhance communication. Specifically, ensure and provide a clear conduit for the flow of information, suggestions and criticism between management and employees. Senior management should endeavor to maintain regular contact with employees and avoid being too dependent on distilled reports from middle management for their knowledge of the rank and file.

#### MANAGEMENT EFFECTIVENESS

Upon the shoulders of management rests the major portion of responsibility for motivating employees towards the pursuit of agency goals. Thus any efforts made to improve the agency must include taking steps to assure and maintain a high level of quality in management. Management stability appears to be an important factor. That is, avoid the "revolving door" syndrome, especially at the middle management level. Constant and short rotations may have a negative impact on personnel performance; it would appear hard to pull together and respond to someone if they are just passing through.

Also, ensure that exemplary performances by employees are recognized in the workplace. The old cliché is still true; everyone enjoys, and needs, a pat on the back when earned. Whether it is in the form of a memo, a monetary award or a certificate, recognition is a valuable tool in the motivation process.

### CREATIVITY/INNOVATION

Creative thinking and new ideas are necessary to avoid stagnation. It is important for the agency to create an environment which fosters risk taking. Management should strive to encourage, support and promote creativity. Employees should feel that they are being solicited for their opinions and ideas. Participation in the decision making process helps to strengthen the bond between the employee and the company.

### PUBLIC IMAGE/MAINTAIN TRUST

This category is included in an effort to recognize the impact that outside opinions and public image have on an employees' morale and performance. The agency should continuously monitor its' place in the intelligence community and the public, and work to soften negative attitudes towards its' actions and mission. If the product is appreciated, motivation to produce quality work is increased.

STATEMENT OF EXCELLENCE

WORKING GROUP TWO

STATEMENT OF PURPOSE

To provide objective, comprehensive and timely intelligence to U.S. policymakers in order to maintain and safeguard our national interests.

OBJECTIVES

Integrity is of paramount importance for an intelligence organization in a free society. The Agency operates under guidelines contained in the National Security Act of 1947, as amended, and Executive Orders which explain the limits of Agency activities. Employees must make certain that their actions are legal and, most important, proper for officials of the United States Government. Since significant, individual accomplishments must go unnoticed by the general public, their reward may be the self-satisfaction in knowing they have served their country well.

Our jobs demand a high degree of dedication, responsibility and often anonymity. The Agency recognizes that having talented people who will carry out their duties in the most professional manner is essential.

The ability to produce intelligence of the highest quality which directly meets the needs of its customers serves as the standard throughout the Agency.

The foundation of the Agency rests with its people. It is imperative that the Agency select and hire individuals with the best qualifications and provide them with opportunities, through training and career development, to achieve their maximum potential.

The Agency's philosophy of management centers around the establishment of objectives which will encourage flexibility, creativity, innovation and self-reliance among all employees.

The Agency strives to maintain its relatively small size in order to limit the naturally inherent influence of large, bureaucratic organizations to stifle productivity and individuality.

#3

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. In a world where the foreign policy of many nations is dictated by the desire for expansionism and supremacy, providing our consumers with intelligence data is of vital importance to their stability, well-being and even survival. It is therefore our responsibility to provide accurate, comprehensive intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility.

Organization. The CIA is composed of many unique elements, each contributing individually and interactively to produce the finished intelligence product.

Ethics. Our activities are conducted under the Constitution and laws of the United States. Because of the nature of our work, every member of the Agency must be aware of and sensitive both to the letter and spirit of the law. Through performance and conduct, all should show the highest degree of integrity. The adherence to such high standards, in which we take great pride, gives added credit to our work that is performed in an area where not all the players are bound by the same rules.

People. The CIA recognizes that its strength rests in the talents and abilities of its personnel. At all levels employee potential is recognized and effort made to develop and use these abilities, providing opportunity for personal growth and increased responsibilities.

Measure of Results. Our success can be measured on the basis of our ability to predict potential occurrences affecting national security and to provide strategic intelligence to deal effectively with such potential occurrences.

Recognizing that the nature of intelligence operations does not allow total disclosure of success and failure, it is the responsibility of management to communicate to employees how the product is received and perceptions expressed by authorized consumers.

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**MEMORANDUM FOR:DCI**

An "independent entry" in the Goals and Objectives exercise: This is from the alumni of the Program On Creative Management (POCM), an Agency management course for mid-level (GS13-15) employees.

Dick

Sanitized Copy Approved for Release 2010/01/07 : CIA-RDP86B00885R000901060001-0

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OTE

We are the finest intelligence service in the world. We overcome the inherent contradiction of a secret intelligence organization in a free society through personal discipline and integrity. Our most important resources are talented, creative and dedicated people from varying backgrounds. We meet our goals through maximum utilization of the talents of our people and through the exploitation of state of the art technology. We produce the highest quality intelligence without politicization. We stand by our motto--Ye shall know the truth and the truth shall make you free.

#### MISSION:

Working within the guidelines of our constitution and laws, our mission is to provide U. S. Government elements with:

- o high quality, timely intelligence necessary to protect national security interests,
- o counter-intelligence to protect against hostile activities of foreign intelligence and security services and international terrorists groups,
- o capability to support U. S. foreign policy through special activities that supplement diplomacy,
- o effective coordination of the U. S. foreign intelligence effort.

#### BELIEFS AND STANDARDS:

To accomplish our mission we must develop and maintain a positive work environment which fosters both individual and organizational integrity, discipline, creativity, productivity and commitment.

The challenge of being the best intelligence service in the world requires that we make unusual demands on our people. We recruit only the best for our service, and through training enhance the skills and expertise unique to the intelligence profession, encouraging the overall development of the individual and commitment to the organization. We promote excellence through a reciprocal agreement which challenges our personnel to be creative, supports intelligent risk-taking, and rewards resourcefulness, integrity and loyalty. Fostering and maintaining the excellence of the Agency requires that managers provide strong, courageous, innovative leadership to motivate our people to meet individual and organizational goals.

## GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose To produce high quality intelligence estimates and analyses that take into account every seen and unseen event and to be prepared at any minute to answer questions from the White House and the Hill. Our product is information.

People People are the root source of the organization. The quality of our product depends on the quality of our people. Each person is important to the organization and should feel free to be creative and innovative. CIA should believe in "respect for the individual."

There is a strong emphasis on employee development and advancement. CIA provides resources to train and develop the individual as a whole, thereby providing each individual the opportunity for growth.

Management There is a team effort to get a job done. No job is too large or too small for one individual to do. Managers are not a plateau--they work with employees to improve quality of performance, thus improving the quality of the product.

Measure of Results Maintain objectivity and independence. When there are failures, be able to say "I do not regret having tried." Our successes are never heralded, but our failures are known all over the world.

Excellence in CIA, as in any establishment, is based on superior performance along with continued success achieved only when employees combine their experience and ingenuity.

10 February 1984

OTE Group #5

## WHAT IS THE PURPOSE OF CIA?

The purpose of the Agency is to gather information and produce intelligence for the political leaders to use in making decisions regarding the defense of our country.

The Agency is also seen as a protector of democracy, both here and throughout the world, and a guardian of freedom and prestige in our country.

## HOW ARE THESE PURPOSES TO BE ACCOMPLISHED?

- To accomplish these purposes with the ~~xxxxxxx~~ highest degree of excellence requires employee loyalty - requires us to ask "What can I do for the CIA?"
- Work requires great amount of employee pride, but employees need guidance and instruction to fully realize their potential and achieve these goals with most efficiency.
- Within the security constraints of "need-to-know", greater agency-wide knowledge is needed by all employees.
- There must be a management atmosphere to permit employee opportunity and encouragement to improve self.
- Employees must have some freedoms to impleemtn what they have learned in their training and self improvement. A certain amount of risk-taking should be encouraged.
- Agency must fully utilize its human resources and not permit bureaucratic barriers to interfere.
- Agency must remain at the leading edge of technology in the fields of communications and intelligence gathering.
- Agency needs better rewards system to recognize excellence in a much more timely and less bureaucratic manner.

9 February 1984

MEMORANDUM FOR:

Executive Officer, OTE

STAT

FROM:

Group #7

SUBJECT:

In Search of Excellence

MISSION: To provide, using the best resources available, the best foreign intelligence possible to a wide range of consumers in a timely and comprehensive manner.

MANAGEMENT: Management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance. By their example, management will foster beliefs in the importance of the mission of the Agency.

PEOPLE: CIA's people are its strength. CIA will provide a secure and nurturing environment for its employees, affording each person at every echelon an opportunity to learn and grow. CIA expects from its people loyal and ethical conduct in their business and private lives in order to bring credit on themselves and their employer.

STANDARDS: Recognizing the worth of each individual, CIA will:

- Provide a creative environment;
- Keep pace with new technological and scientific developments;
- Foster and reward top quality performance;
- Promote public trust by the excellence and integrity of our performance.

10 February 1984

MEMORANDUM FOR: Director of Training and Education

FROM : Members of Excellence Group #8

SUBJECT : Group Report

1. The overall mission of the Agency is to provide the best finished intelligence product in the world for the use of policy-makers of the U.S. government. The Agency performs this mission within the legal and policy framework established by legislative and executive arms of the federal government. This mission clearly places the Agency in the information collection and analysis business. Given the huge amounts of information available in today's world, this agency must strive for the most effective and efficient collection methods attainable, the highest-quality analysis feasible, and the most lucid, concise distillation of the results of this analysis.

2. In order to attain our goal of excellence, we believe that all employees should hold certain convictions:

- A. The mission of this agency ranks among the most important of any in the federal government.
- B. The Agency is worthy of our deep pride and high respect.
- C. The success of our enterprise depends on uncompromising honesty and integrity on the part of every employee.
- D. Agency employees are obliged to deal daily with a dynamic world environment that shapes the work setting of all employees. To remain effective in the face of constant change and stress-creating challenges, individuals must strive to be flexible and resilient at all times.
- E. Each individual has the responsibility to motivate him/herself and to maintain that motivation.

3. Excellent performance by employees can be fostered only if the organization creates an environment conducive to high achievement. The following are held to be essential to such an environment:

- A. The employees of this agency are its most valuable asset. As such, each individual employee--no matter what level--is worthy of the respect of the organization.

SUBJECT: Group Report

- B. Employee motivation is essential to high-quality performance. While it is recognized that this motivation must ultimately come from within the individual, the Agency will do all in its power to foster this motivation.
  - C. In the same way individual employees need to demonstrate flexibility to better serve the Agency, so too must the Agency attempt to accommodate individual needs of employees.
  - D. Each employee deserves the opportunity to develop his/her capabilities to the maximum, be it through on-the-job training, formal coursework within the organization, or outside training.
  - E. Through established programs and the caring attitude of its employees the Agency demonstrates a sincere concern for the safety and well-being of its personnel.
  - F. The organization encourages creativity and risk-taking on the part of its employees at all levels.
  - G. To function productively, free communication is essential. This applies to the formal and informal exchange of information across organizational boundaries, both horizontal and vertical.
4. Operating principles.
- A. The work of all directorates is crucial to the successful accomplishment of our mission. In recognition of this, it is essential that the opportunity for incentives and rewards for high accomplishment be equal across directorates.
  - B. Initiative and superior performance at all levels will be recognized and rewarded by the organization.
  - C. The Agency should not suffer because of its structure, nor should any aspect of it's mission be hindered by a "set of procedures." Organizational flexibility is essential because of rapid change that is a present-day reality. We assume that different and better ways will be found to do our jobs as time goes on. This applies to every aspect of our functioning: policy making, individual tasks, job descriptions, and ways of working together.

1. The members of Group Nine feel that the "Purpose" statement, though descriptive of the work of the Directorate of Intelligence, lacks specificity and clarity in regard to intelligence collection efforts and the actual work of the other three directorates.

2. The statement on "Organization" is not an accurate reflection of organization at CIA. At CIA, there is a lack of sharing of information that is purposely done under the "need-to-know" principle. A free flow of information does not exist and frequently the "right hand" does not know what the "left hand" is doing. Protection of one's territory and suspicion about others' activities work against interdependence.

3. The "Ethics" statement, though ideal, is too general and greater specificity is needed. The applicability of the "Ethics" statement is questionable in regard to practicability and the laws of other countries. In addition, recruiters sometimes violate ethics by making false promises about employment opportunities and grade levels to applicants.

4. The statement about "People" is misleading and unrealistic. Instead of stating that "management personnel are selected," we would prefer the words "management personnel should be selected...." Our group feel that many of the people in CIA are demoralized for the following reasons:

- management reflects a "we-they" attitude.
- an esprit de corps is lacking.
- interaction is minimal.
- personnel standards are low.
- promotions result from politicking, not from competence.
- at some buildings, employees must suffer a financial loss by paying for parking.
- in some branches, no slots exist for headroom and promotability.
- salaries are not competitive with the private sector.
- the Agency is "penny-wise but pound-foolish" in spending money for recruitment and clearances but not for equitable salaries.
- PAR's are inconsistent and inaccurate since oftentimes the numerical ratings do not jibe with the comments.
- personnel regulations do not reflect social trends and should be up-dated (i.e. - as in the case of single parents whose jobs require TDY travel thus imposing a serious financial burden for child-care.)
- standards and credentials required for promotion to each grade, respectively, need to be established and better defined.

5. The "Management" statement seems to be in accord with the philosophy of management at OTE. Members of the Analytical Training Branch and the Language School especially feel that management fosters creativity and the exchange of ideas. Management in the Directorate of Intelligence, on the other hand, imposes a rigid conformity to style, layers of editing and review, and pressure to publish.

6. The statement on "Measure of Results" contains too much verbiage and non-essential information. The first few sentences which talk about "profitability" and "capital" are irrelevant and should be deleted. In addition, the similar use of the word "prosperity" in the latter portion of the statement should also be deleted since it implies that CIA has something to do with the economic marketplace in the United States. More clarification, specificity, and definition are needed to describe "customers" accurately. Our customers consist of the Executive Branch of government, and not the general public at-large.

7. The list of "Standards" raises certain questions. Many of the standards can only be taken on faith and are easier-said-than-done. In particular, (1) the Agency is not up to the state-of-the-art in providing simple technical support items to employees (i.e. most typewriters and many word-processors are already outdated); (2) "leadership" is an unrealistic concept since we supposedly do not seek public recognition; (3) "recognition as the best" is fallacious when one asks "Who is making the judgment?"; and (4) the CIA is too reactive and does not seem to nurture an ability to be anticipative.

## IN SEARCH OF EXCELLENCE

OTE group 10

Since people are the principal source of the Agency's competency and represent a major investment, the Agency should give priority to maintaining an environment which promotes motivation, creativity, and humanism. Within this environment should be stressed the ideals of freeflowing communication channels, openness, trust, flexibility, individualism, and personal growth. There should exist the opportunity and potential for every employee to be the best that he can be. One of the Agency's primary objectives should be to develop each person to his full potential.

The first and most important step in achieving excellence is to re-focus the organization on clearly defined goals. Goals provide direction and supply the foundation for building a sense of shared purpose among the organization's members. Therefore these goals must be congruent with the values of its members. The future must include a vision that places high value on people. Goal setting and action planning sessions in which managers and subordinates participate are the best way of implementing such a shared purpose, understanding, and commitment that provide the basis for building trust and clarity, for motivating the individual and instilling esprit-de-corps. Employees must feel that the organization they work for is their organization and that the organization values them personally and professionally.

The organization's leadership must welcome a healthy level of risk-taking with a view towards personal growth and development. Decisionmaking should be pushed down to the lowest possible level. This requires an atmosphere of loyalty and trust along with mutual support and respect between leaders and followers.

The CIA should provide the opportunity to work in a creative environment and one where there is a flow of communication from the DCI level down to the unit level and vice versa. Management should be open to all suggestions. New ideas whether they are how to improve employee morale or how to gather intelligence through some innovative technical means should be encouraged, recognized and rewarded. The agency can nurture these new ideas by providing the necessary internal and external training and fostering contacts with individuals in government, private industry, and universities.

The DCI should exercise his legal prerogative to create a unique personnel management system to attract, hire, and retain the best human resources. The Agency should expand the rotational assignments system to include lower grade levels. The opportunities offered through rotational assignments offer challenge and stimulation. This calls for the implementation of added incentives, recognitions, and rewards.

9 February 1984

MEMORANDUM FOR:

Executive Officer, OTE

STAT

FROM:

Group #11

SUBJECT:

In Search of Excellence

GOALS -

The Central Intelligence Agency is composed of operating elements that are critically dependent upon one another to support their individual and joint activities.

Our goals are to provide - in a timely and useful manner - accurate, comprehensive information and polished intelligence to a broad range of consumers supporting United States policy objectives both off our shores and overseas.

No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed toward this common purpose.

PRINCIPLES -

CIA's operating style is to foster initiative and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels.

Our people, whose activities are conducted under and for the protection of the Constitution and laws of the United States, are the source of our capabilities and excellence. The strength and integrity of the organization is dependent on the loyalty, quality and ethics of our people, and our future is related to the opportunities afforded for their professional and personal growth.

STANDARDS -

We seek to exemplify in everything we do:

- ° performance of the highest quality;
- ° ethics and integrity of the highest order;
- ° development of outstanding pride, skill, confidence, and personal resources in the individual;
- ° to be on the cutting edge of and to efficiently utilize the most effective technologies;
- ° capability and flexibility to meet tough and sudden challenges;
- ° leadership and recognition as the best intelligence service in the world.

The criterion measure of our excellence lies in the success of our customers and their satisfaction with respect to the value, relevance, and timeliness of the intelligence and operational inputs they receive from us.

This customer success and satisfaction can come only from your sense of pride - your quality, creativity, dedication, and success in utilizing both present and proposed technology and resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United States of America.

Our excellence is you.

Believe that we are the best - because you are.

Believe that we are important - because you are.

Our standards are high - and we are the best of the best.

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To provide accurate, comprehensive intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

Organization. The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of integrity in performance and conduct.

People. CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. With this in mind, promotional opportunities shall be commensurate with demonstrated capabilities, accepting that non-traditional career paths may exist for some groups of employees and therefore, credit must be given for job experience. There shall be frequent review of positions beginning after the employee has been in the position six months to one year, with specific guidelines for upgrading if necessary, and particular attention to the specific duties of unique positions that differ with others of similar titles (rather than simply evaluating groups of positions). Job security is also an area that can contribute to the quality of personnel, thus, Contract employees will be converted to Staff when certain requirements are met, such as longevity, Citizenship, and probable future need for that position within the organization. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance. The Agency expects loyalty, professionalism, flexibility, and initiative from its people; and in turn the people expect recognition, respect, support (moral, technical, and administrative), clear channels of communication, opportunities for initiative, protection for employees in special categories, and room for improvement and advancement based upon merit.

Management. CIA's operating style is to foster initiatives and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels.

Measure of Results. Business organizations measure results in profits, return on investment and capital growth required to deliver the expanded and improved service which further increases profit and capital value. This is achieved by meeting the needs of customers more satisfactorily than alternative sources. As a public service, this organization does not have profitability and capital value to measure its results. Still, its results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. Those results come from the qualities of its people and their creativity, dedication, and success in utilizing technology and resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United States. The resources needed to achieve those results come from the way the President and the Congress and the public assess and value these results. Therefore, an effort shall be made to acquaint the American people with the high standard of ethics and performance exemplified by the personnel at CIA in an effort to avoid losing potential resources through misinformation.

Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our people;
- utilization of the most effective technologies;
- capability and flexibility to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.

7 February 1984

MEMORANDUM FOR:

Executive Officer, OTE

STAT

FROM:

Group #13

SUBJECT:

In Search of Excellence

Recruit top notch people in their fields.

Employ people whose goals/purposes are in concert with those of the Agency.

Demonstrate progress.

Demonstrate validity of ideas.

Have more compensation/reward/pride in professionalism:

Management  
Individuals

Trainers  
Analysts  
Operations Officers  
Artists  
Secretaries  
Etc.

Each profession should be respected and rewarded for achievement.

Secretaries are professionals

Avoid "labels" on professions.

Professional  
Clerical  
Technical

Should seniority (age) be important ..... treasure the wisdom of experience.

Undercover employees should not "suffer" because of their status. They put life/limb on the line.

Education loans (Credit Union).  
Off-campus credits for course work.

Prestige in working for The Agency.

We are accountable.

Legality makes us different from other security agencies (Communist).

We wish we could educate the American public on what we do:

Differences between CIA and other intelligence organizations--  
their ideology.

Employees should be able to be proud of the image of the Agency.

Be able to proudly state they work for CIA.  
Should have internal "family contentment" of working for  
the Agency--despite the fact that they can not talk  
about it on the outside.

Enthusiastic managers:

Transfer their enthusiasm to lower ranks.  
Don't force those who don't have the inclination or  
potential into managerial positions.  
This should not be the only way to advance.

Have vision of potential for those who have not achieved to  
the height of their abilities.

How to motivate people:

Rewards---Spiritual/Physical.  
Education--"Thought Reform".

Goals (Overall).  
Purpose (Overall).

Repetition of standards/objectives/integrity/sensitivity  
of being part of an "elite corps".

Encourage independent work habits, not necessarily having  
a leader/follower distinction.(You don't have to "lead"  
to do an excellent job.)  
Individualism.  
Ideas.

Overlap/continuity of jobs:

When "new" replaces "old", some guidelines should be  
available for the transition--both documentation and  
personal (training). Alleviate insecurity of taking  
on the challenge of a new job.  
Tell them that "they" are important.  
Tell them that "what they do" is important.

Interaction between Directorates:

Share with each other what they do.  
Do we really need to keep it on a compartmented--need  
to know-- basis.  
We keep re-inventing the wheel.

## STATEMENT OF PURPOSE, PRINCIPLES, AND STANDARDS

by

OTE Working Group 14

### Purpose.

The employees of CIA serve the American people by providing their elected representatives with the best possible information on foreign events that could affect our national interests. CIA does not make foreign policy. Our mission is to provide policy makers with facts and analyses that will help them formulate our country's foreign policy. Although we work under the direction of the President and his National Security Council, our intelligence product is objective. The CIA is neither a political nor military entity, but rather an impartial observer and reporter on the world situation.

### Principles.

Because of the nature of intelligence work, we must maintain a high level of secrecy about intelligence sources and methods. Above all, we have a moral obligation to protect both American and foreign citizens who often take grave risks to provide our country with information we need. Nevertheless, we recognize another obligation to be as open as possible with our fellow citizens. To the extent possible, we distribute intelligence information to the public and participate as an agency in cooperative ventures with other public and private organizations. We encourage our employees to be exemplary citizens and to actively participate in professional associations and community activities.

Standards.

The success of our mission depends on the skills and integrity of our people. We seek employees who exhibit the highest standards of personal and professional conduct. CIA's personnel management philosophy is one of career development for all employees. We believe that training and educational programs are a part of every job; we encourage employees to advance their own careers through the assumption of responsibility; and we reward productivity and loyalty through promotion, financial rewards, and job security. We take pride in the fact that it is the people of CIA who provide our country with the best intelligence service in the world.

## THE CENTRAL INTELLIGENCE AGENCY

### ORGANIZATIONAL PURPOSE

To promote a more unified Agency, Nation, and World with the goals of peace, freedom and safety. We will approach our mission in a flexible well-defined manner designed to achieve our objective. We will exercise caution, yet will be willing at all times to go the added mile to get whatever information is needed from the corners of the world.

In order to fulfill its mission, CIA will be guided by the following standards of excellence of performance:

### CONSUMERS

Identify the consumer and define needs using the marketing concept. Once customers are defined, let them determine what the product should be and when the product satisfies their needs. External evaluation should be sought whenever possible.

### OUR PEOPLE:

- Should strive for excellence at all levels while recognizing the importance of security and confidentiality.

- Should remain flexible and be willing to take on new challenges.

- Should exercise creativity where possible in the pursuit of excellence.

- Should be encouraged to take the initiative and try new ideas without fear.

- Should be recognized and rewarded for contributions to the Agency's mission in a manner which allows them to best serve the Agency without becoming part of management.

### MANAGEMENT

- Should be receptive to the needs of the employees and office, encompassing the needs into the whole of the Agency.

- Should foster two-way communication between managers and employees and maintain an honest, open door policy.

- Should stay well informed and strive at all times to establish the organization as the premier enterprise of its kind, not by fostering conflict but by absolute clarity of goals and values and by fostering competence and excellence.

- Should recognize the assets of employees and encourage superior performances and reward them accordingly.

- Managers must emerge and then be encouraged and trained.

- Managers must be allowed to manage and not be entirely committed to paperwork.

- The Agency should try to recruit a more diversified segment of the population in order to obtain a more global view in our tasks.

#### PERFORMANCE

- Performance standards must be equalized and reflect parity in the job responsibilities of any given grade across the Agency.

- Job training should be encouraged, both for present as well as for future career goals.

#### RECOGNITION AND PROMOTIONS

- Superior performances must be recognized and rewarded fairly at all levels of the organization.

- Rewards should be both monetary and nonmonetary (incentives, benefits, and recognition) to encourage the pursuit of excellence.

- Employees should be recognized and rewarded for the job they are currently performing regardless of grade. (a GS-5 in a GS-7 job should get promoted to GS-7 immediately - as in Civil Service).

#### SUMMARY

Both internal to the Agency and in the American public's view, there should be a perceived positive utility to whatever action we take. We must believe that the means used to achieve our goals are necessary, and as benign as possible given a specific situation. We should strive to generate respect through leadership and competence.

16

## OUR CREDO

### **WE CHERISH EXCELLENCE IN:**

- \* UNCOMPROMISING PERFORMANCE, ETHICS AND INTEGRITY;**
  - \* CONTINUING DEVELOPMENT OF OUTSTANDING SKILLS, CONFIDENCE, AND THE PERSONAL CONTRIBUTIONS OF OUR PEOPLE;**
  - \* CREATIVE UTILIZATION OF THE MOST EFFECTIVE TECHNOLOGIES AND RESOURCES REQUIRED IN THIS PURSUIT; AND OUR**
  - \* EVERGROWING STRENGTH AND FLEXIBILITY TO MEET TOUGH AND SUDDEN CHALLENGES.**
- 

## STATEMENT OF PRINCIPLES FOR THE CIA

<b>PURPOSE</b>	To provide accurate, comprehensive, timely, and useful intelligence support to a broad range of consumers. Our collective efforts are directed toward ensuring the best intelligence service in the world.
<b>ORGANIZATION</b>	The CIA is comprised of elements that are interdependent in support of our stated purpose.
<b>ETHICS</b>	Our activities are conducted under the Constitution and laws of the United States. We must be aware of and manifest the highest degree of sensitivity and integrity in our performance and conduct.
<b>PEOPLE</b>	The strength and future of the Agency rests on the quality of our people and the opportunities afforded for professional and personal growth. Ongoing, relevant travel, training, and assignments will maintain a "cutting edge" of excellence.
<b>MANAGEMENT</b>	Our managers will provide a climate of creativity and innovation thereby allowing individual freedom in attaining well-defined objectives. In essence, "Do it, fix it, try it."
<b>RESULTS</b>	The dedication, quality and mutual support of our people will foster the security and prosperity of the United States. Resources needed to implement these principles are dependent on the excellence with which we live our credo.

10 February 1984

MEMORANDUM FOR: Director of Training and  
Education/ DA

STAT

From:

Chairman, Working Group Number 17

SUBJECT: Comments In Response to DCI Request  
for CIA Employee Feedback On  
Agency Direction

1. PURPOSE. The CIA provides accurate, comprehensive intelligence support to the intelligence community. We agree with this statement by Mr. Casey; however, we are very concerned with the way our highly classified information falls into the hands of the press and the many people who have no need to have this information. It was then put forth that all Agency employees go through a lone clearance process in order to have access to classified information. We then questioned why some high level officials and some military personnel could discuss and give out this information without penalty. It is possible a new set of guidelines will help with this problem. Possible a better understanding of the classification system by people outside the Agency. It is possible that some people just do not know what they are giving away. A better control of classified information is needed.

2. ORGANIZATION. Most personnel attend some form of orientation when they enter the Agency. We feel that Agency personnel would do a better job and gain a real sense of unity if given better updates on Agency missions. We feel the need to be better informed. Another positive approach would be to have a better exchange of information between mid level personnel. Mid level meetings would not only serve as a means of exchanging information but could also serve management as a source for gaining a better insight into this level of the Agency.

3. ETHICS. There is a real difference between the generations when it comes to how we think and feel. A committee with members representing all areas and types of people in the Agency could develop a code of ethics that everyone could identify with. We have a good base in having the best people in government. We can only have a stronger Agency if we develop a code to build on over the years. This code should be an open ended one. Things change, so will our code.

4. PEOPLE. An organization is a collective group of ideas. The organization is the people that make these ideas work. With this in mind, we feel the Agency can be more effective if the people are an informed group. There has been talk of reducing the mid level grade structure in the government. When items like this are put forth in the media, it would be to the Agency's advantage to explain to our people if we are included in this or exactly where we all stand. The internal strength of the Agency could be much improved if all employees were better informed about the Agency's grade and ranking system. We feel that some of the fears of the system are just misunderstandings.

5. MANAGEMENT. It is felt that management is concerned with all employees. The feeling is, however, that we would have a stronger organization if management would continually seek out the opinions of the rank and file. This paper request we are writing is a step in the right direction. We hope this is not the last request for our ideas. All employees have ideas and the Agency at heart and we all look forward to contributing to the nations intelligence efforts.

6. MEASURE OF RESULTS. Agency results are measured by our intelligence products. We feel that the majority of Agency employees do a good and conscientious job. For this effort some employees are given some form of reward. We have discovered, during our discussion, that there is a general lack of understanding of the system. If the present system was explained to all the Agency, people would feel better about how awards are presented and would in turn redirect their efforts in a more positive direction. The explanation will bring out the merits of the system.

7. SUMMARY. The Agency is doing a good job. On this, we are all in agreement. We would like to see all personnel better informed on the many Agency systems. Committees with a good range of Agency people for planning purposes would be useful. We feel that the Agency has reached a point where we need to reflect on our accomplishments and our future. Internal communications and understanding are paramount to our future. People need to have a feeling of being a part of the Company. If we could list two words to be included in any Agency set of guidelines, they would be "communications" and "understanding." From these two words come total involvement, commitment, and unity of effort.

Working Group Number 17

MEMORANDUM FOR: 

STAT

SUBJECT: Comments in Regarding To In Search of ExcellencePURPOSE

To provide accurate, comprehensive intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed to wards this purpose. We will maintain objectivity and fight to prevent the exposure of our collection systems and the use of our intelligence product for short-term political gains.

ORGANIZATION

The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements. We will not be caught up in the need-to-know concept but remember that the Agency provides a unified end product.

ETHICS

Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of integrity in performance and conduct. These ethics are reemphasized yearly by notices to employees on conduct and mechanisms by which they can report alleged illegal activities. The Agency's ethics have been scrutinized by Congress, the newspapers and the public, and been substantiated during the Watergate investigations.

PEOPLE

CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance. The Agency has made certain inroads into upward mobility for its employees. The realization that no matter how small the task it is contributing to the end product and this fact must always be in the forefront of any management or training concept.

## Comment:

There is a concern that sometimes due to the grade structure there is no way of recognizing and commending individuals for certain tasks. A mechanism of commendations in the form of cash awards or paid educational training might be considered.

MANAGEMENT

CIA's operating style is to foster initiatives and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability and results at all levels. This creativity could be broadened by holding workshops for generalized discussions. Also the private industry mechanism of breakfast meetings with middle management and subordinates to give an avenue for open discussions and presentations of new ideas or concepts.

SUMMARY

The Agency is known as the best intelligence service in the world, and it is hard to improve on excellence. The definition of excellence is the state of superiority, merit and virtue. It can be said that the Agency strives for superiority in its intelligence product and receives merit for its value, relevance and timeliness. In addition the virtue and integrity of our employees is exemplified by their willingness to meet tough and sudden challenges and in some instances with no regard to personal sacrifice.

STAT

9 February 1984

MEMORANDUM FOR: Director of Training and Education

STAT

FROM :



SUBJECT : Agency Goals, Principles and Standards

Introduction. The following constitutes our input to the DCI's request for contributions to the development of an Agency statement of goals, principles and standards. Our paper is divided into goals, principles and processes.

#### GOALS

1. To provide intelligence support to the President.
2. To maintain the capability to covertly respond to threats to our national security.
3. To create an environment that encourages the willingness to take professional and personal risks in serving our country.
4. To maintain an organizational structure maximizing inter-directorate communication and cooperation.
5. To be on the cutting edge of technology.
6. To recruit and retain people of high quality..."the best."
7. To provide the opportunity for the personal and professional development of our employees.
8. To improve the quality of training.
9. To reward performance contributing to these goals.

#### PRINCIPLES

1. Objectivity in intelligence reporting and analysis.
2. Authority commensurate with responsibility for the conduct of duties... decentralization.

-2-

3. Good management of resources, people and money in the conduct of the Agency's mission.
4. Concern for the quality of work life of Agency personnel.
5. Commitment to Agency mission in the service of our country.

#### PROCESSES

##### 1. Objectivity in analysis and reporting

- A. invite diverse opinions
- B. maintain concerted and continuous efforts to seek and develop personnel with diverse attitudes, points of view and perspectives.
- C. exploit the ethnic diversity within the Agency and in our society to understand other cultures, attitudes, behaviors.
- D. develop processes of critical review through utilization of outside experts and internal "devil's advocates."

##### 2. Flexibility

- A. guaranteed hearing for alternative judgments and solutions, even after commencement of a particular plan of action. Objective is to avoid the trap of commitment to a plan of action that no longer meets objectives under changing conditions or reappraisal based on new information.

##### 3. Personnel development.

- A. development of creative ways for recognizing outstanding performance.

B. improvement of the quality of and commitment to training to maximize development of employee potential. Includes the provision of adequate and secure training facilities. Uniqueness of our mission makes this vital.

C. greater emphasis on orienting new employees to uniqueness of Agency, and from this to the importance of self-discipline and security. System must provide for every new employee receiving this orientation on a timely basis.

D. In the era of the "me" generation, create incentives for the career retention of superior employees.

STAT

We agree with the basic principles laid out in the draft Statement of Goals, Principles, and Standards for CIA. However, the following must also be considered.

1. The organization is only as good as its personnel.
2. Hire the best.
3. Keep the best by providing suitable recognition--both tangible and intangible. Get rid of dead wood.
4. Each employee should be considered as a specialist in his field and should be treated accordingly. Responsibility and authority should go together wherever possible. Good communication between management and personnel is a must. They must trust one another.
5. The importance of morale cannot be overemphasized. The higher the morale, the higher productivity will be.
6. All personnel should have equal opportunity for training and advancement regardless of category.
7. Do away with special privileges and advantages, i.e., the language incentive program.
8. There ought to be a mechanism by which personnel can evaluate their managers. Categories to be rated might be:
  - a. Understanding the Agency's objectives.
  - b. Substantive/technical competence for job held.
  - c. Willingness to consider contrary opinions.
  - d. Ability to make decisions.
  - e. Accepts responsibility for decisions.
  - f. Makes objective judgments about employees' performance.
  - g. Willingness to express opinions contrary to policies or actions decided at higher levels.
  - h. Ability to motivate employees.
  - i. Skill in interpersonal relations with employees.
  - j. Willingness to promote best people into new positions for benefit of Agency, even at risk to own unit's performance.

10 February 1984

MEMORANDUM FOR: Director of Training and Education

STAT

FROM :

SUBJECT : Search for Excellence

In the Agency's search for excellence we identified four objectives.

1. Agency goals

There should be a clear statement of Agency goals and objectives. They should be put into priorities which each employee understands. This will permit them to make informed judgements and perform at a level that best serves the organization. It might even be helpful to show how the priorities affect the employee's job.

2. Utilization of personnel

A managerial climate should be fostered in which people are encouraged to take responsibility for their decisions, and bureaucracy is subordinated in order to get the job done. We should not approach a problem with "it can't be done" but "how can I help accomplish it."

3. Internal communication

Recognizing the constraints of "need to know," a sharing of information at all levels, from the top down and laterally, is vital to the continuous growth of the organization and its employees.

4. Preparation for assignment overseas

All employees should be aware that they are part of an international organization with an important mission.

## EXCELLENCE

To perform the CIA's legal mission, a highly-qualified and motivated staff is a prerequisite. Career management and individual behavior impact most on the work force's motivation and commitment to the organization. People are our most important asset. To help people feel that they all share in the accomplishment of this mission, the CIA can provide career growth opportunities based on performance and recognize individual achievements.

To this end, the following suggestions are made in three areas:

### Human Elements

1. Improve the suggestion and reward system by positive action and personal contact.
2. Expand the Employee Assistance Program for financial and psychological counseling. Address issues relating to increasing numbers of women in the work force.
3. Cultivate a professional respect for all individuals, regardless of grade or level of employee.
4. Enhance language training to include an understanding of foreign cultures for overseas assignments.

### Performance Appraisal

1. Establish an independent review panel to insure objectivity and congruence between numerical and narrative ratings across directorates.
2. Provide feedback to supervisors through subordinate evaluation to be reviewed by the next level of managers.

### Career Development

1. Require rotational assignments across directorates for developing all employees.
2. Update the career management structure for all levels of employees. Allow more time and training in job overlapping to evaluate a better fit of employee to position.

We believe that these actions would encourage: creativity; risk-taking attitudes by allowing freedom to fail; respect for self and others; active pursuits of career development; capabilities for greater flexibility for movement within the organization; and, finally, high levels of productivity and efficiency by instilling pride in our profession.

#### PURPOSE AND ORGANIZATION

- Provide accurate, comprehensive, and objective intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.
- Only when we become a tool to executive our role as an objective organization will we become credible and our image enhanced.
- Bureaucracies should not make programs to meet maximum allotted funds. The expenditure of budgeted funds must be secondary to achievement of its broader goals and principles.

#### ETHICS AND INTEGRITY

- Our activities are conducted under the Constitution and laws of the United States.
- The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context and manifest the highest degree of integrity in performance and conduct.

#### PEOPLE AND MANAGEMENT

- CIA's people are the root source of its capabilities.
- The strength of the organization is dependent on the quality of its people and their commitment to organizational goals. This will come about by an active interaction between managers and employees.

In Search of Excellence  
Feb. 10, 1984

Some Topics for Discussion  
Regarding Above Book

Based on some of the points brought out by the authors of the above book, it seems that, although perhaps articulated before, certain points which these authors discuss need to be repeated and applied to our particular situation within this agency. In the following brief outline, therefore, the focus will be the individual employee and how he/she can improve his overall performance and make the attainment of our goals much more successful.

1. Employees must be made aware of the worth of their ideas and a climate which fosters risk taking is essential to nurture the free expression of these ideas.
2. In conjunction with the above is the stimulus employees need to take pride in their work, to do a better job, to initiate new procedures, etc. This is possible only if the managers themselves are totally dedicated and enthusiastic about their jobs. Of utmost importance is the communication that must take place between managers and employees. Not only is there a need to communicate the enthusiasm but also to communicate clear paths, goals, etc., that employees must follow to achieve the goals of the agency.
3. The present structure of the CIA is entirely too cumbersome for all but a minority of employees to understand. One immediate step that the agency could take which would motivate/gain support of each employee would be to simplify its structure and in the absence of that, better educate its employees in the complexities of that structure and the role that he/she plays within that structure.
4. To further stimulate employees, an effective reward system needs to be created which furnishes both, emotional and monetary "feedback" so that each employee gains a deep sense of accomplishment and a feeling that he is indeed contributing to the overall success of the agency. Employees also need to see that their careers are being carefully planned. Competition, a necessary ingredient in any endeavor, needs to be carefully monitored so that cooperation between colleagues does not suffer in the process.

In our group discussions for "In Search of Excellence" we have unanimously decided to go along with the Statement of Goals, Principles and Standards for CIA as written.

Listed are our thoughts, recommendations or statements that we would like noted:

One of the conditions of success in any endeavor is to have only one objective: in our case, it is the best service to the Intelligence Community. This is a responsibility shared at all levels, and defined clearly at each level.

Less bureaucracy would give room for creativity and action taking. Very often we are stymied by paperwork and long waiting for approval.

Rewarding good performers through the pay system is also a key to furthering one of our most important management improvements of the past 25 years. Good workers deserve good pay and an effective compensation system must provide incentives for performance, as well as rewards for that performance.

To conduct our business recognizing that people are our most important resource by maintaining an environment in which the individual employee, through imagination, enthusiasm, hard work, knowledge and self-discipline can achieve tangible and intangible rewards commensurate with his performance. To compensate employees fairly and to provide them with opportunities for advancement, financial growth, long-term careers and personal satisfaction. To meet our personnel requirements by finding the best available person for each position, placing strong emphasis on employee development and promotion from within but, when necessary, employing well-qualified people from outside the organization.

To exert positive effort in selected public, professional, industrial, and government sectors in order to foster goodwill and wider recognition of the organization.

Within the security constraints of the "need to know" greater Agency-wide knowledge of our endeavors around the world is needed to improve our self-image so badly damaged by the media.

We are the best intelligence agency in the world.

We operate within the Constitution, laws, and values of the United States.

Service and integrity are our fundamental principles.

We believe that the individual is the basis of our excellence and stands in a mutual relationship of trust, commitment, and loyalty with the organization.

We recognize that we must constantly re-examine our resources to assure that we continue to fulfill our mission in the most effective manner possible.

STATEMENT OF GOALS AND PRINCIPLES FOR CIA

Overall Comment: Except for the statement of purpose paragraph, we believe that other portions of the CIA Statement of Goals and Principles would be expressed better in a form similar to that used in Boeing's statement of purpose.

Purpose. Our group felt that a more precise statement of intended consumers of intelligence would be helpful.

Proposed reformulation of the remainder of the Statement:

Organization. The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities.

- Each element's departmental and national responsibilities are respected.
- Each element, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements while striving to eliminate unnecessary duplication of effort.
- CIA's operating elements are organized to enhance its capability and flexibility to meet tough and sudden challenges.

Ethics and Integrity. Our ethics and integrity are of the highest order.

- Our activities are conducted in strict compliance with the letter and spirit of the Constitution and laws of the United States of America.
- We shall seek to attain a public understanding of the correctness of the ends toward which we work.

People and Leadership. The strength of CIA depends on the quality of its people. CIA believes that its performance depends upon the ability of its members to effectively

- Just as CIA expects loyalty and performance of the highest quality, so, too, do members of CIA expect from their managers loyal support and confidence of the highest order.
- CIA's managers have a duty to recognize and to foster the development of outstanding skills, confidence, and other personal abilities of the people entrusted to them.
- CIA believes that its future is directly related to the opportunities it offers its people for their professional and personal growth.

PAGE 2

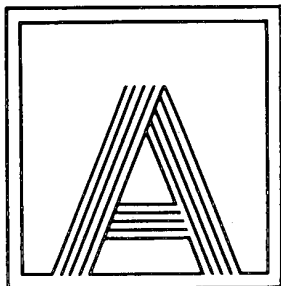
- CIA managers will be selected for their ability to inspire enthusiasm and for their positive leadership to promote excellence among their people.
- CIA believes that its people should be reminded often of their contributions and should be reassured of the correctness of their actions.

Measure of Results. CIA believes in an operating style which promotes initiatives and creativity in attaining objectives through efficient, yet accountable, individual freedom of action to accomplish the desired results.

- CIA believes that its results follow from the creativity, dedication, and success of its people in using the most effective technology and other resources to collect, analyze, and apply information and judgment to promote the security and prosperity of the United States of America.
- CIA believes that the resources needed to achieve those results are obtained from the way the President, the Congress, and the American people assess and value those results, the correctness of what we are doing, and our national image.

Our Pledge. CIA seeks leadership and recognition as the best intelligence service in the world.

**SECRET**



**DIRECTORATE  
OF  
ADMINISTRATION**

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**GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA**

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**SECRET**

**SECRET**

14 FEB 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Finance

25X1

SUBJECT: Development of Goals, Principles, and Standards for the CIA

The Office of Finance received inputs down to the Branch level on Mr. Casey's search for a CIA philosophy and quest for excellence. A distillation of the major themes which run through these papers has produced the following summary comments:

ORGANIZATION:

As an Agency, the key ingredients that make up the substance of what we stand for are people, product and quality. The people are our employees who must meet high standards to get into CIA to begin with. The product is essentially our intelligence production but in the minds of our employees this includes every single activity performed in the Agency which is part of the collection, production and support processes. The quality of which we think means not only excellence of work performance and integrity but also esprit de corps and patriotism.

PEOPLE:

CIA employees already collectively know and believe they are the best in our Government, if not in the world. They take pride in belonging to the Agency, which they view as an elite organization. A common theme which one hears and which our papers reflect is the need for management to recognize their contributions and to ensure that everyone is afforded a fair opportunity to achieve their full potential.

Our employees place heavy emphasis on training and the need for management to ensure that responsive training programs are in place.

ETHICS:

CIA employees are expected and do set very high standards for themselves and their fellow employees in adherence to ethical standards and conduct. Perhaps it is a result of some of the criticism we have heard but our employees seem to be highly sensitive to any appearance of wrong-doing or unethical behavior. They want and expect that CIA employees in general and our leadership in particular will be, must be, above reproach or criticism as to personal conduct and behavior. Their judgments this character trait tend to be harsh and uncompromising. 25X1

DOWNGRADE TO UNCLASSIFIED UPON  
REMOVAL OF ATTACHMENTS

**SECRET**

**SECRET**MANAGEMENT:

Another word that could be used here is "leadership". Employee concern and feeling on this point undergirds every other facet of their perception of the CIA. Basically, they want and expect management to keep faith with them. If management promises something, it better be prepared to deliver or an immediate loss of confidence occurs. CIA employees feel that management could do more - more of everything. They especially want to receive recognition for their efforts and to receive communications in a system that allows and encourages employees to communicate with management. They want management to tap into that great reservoir of our strength - the vitality and creativity of our employees. One of our papers commented on the need for management to provide a sense of unity among our employees throughout the Agency. They especially dislike any comments or actions that foster a "we-them" feeling among Agency employees. This basically translates into saying that no component should be viewed as being more elite or unique than any other. We need them all to get the job done and what each person does is important in the overall picture. Therefore, we need to put more stress on participation and unity.

RESOURCES:

Agency employees are basically an uncomplaining, highly motivated group of people. They will and do put up with long hours (often uncompensated), over-crowded office conditions and hazardous duty situations overseas as part and parcel of their lot in CIA. They deserve better. It's not that we shouldn't expect sacrifice to get the job accomplished but we should never accept our inferior conditions as the eternal status quo. The new building is a step in the right direction. It was delayed much too long. We have not done enough to rebuild the Agency's Support infrastructure. It has played second fiddle far too long for the good morale and loyalty of our employees. Our Support mechanisms provide most of what is perceived to be "quality of life" features in this Agency. Just one example - the need for a modern payroll system - is important because it affects every single employee in the Agency. Employees want efficient, courteous, accurate and timely information about their personnel benefits and programs. They should expect no less. The Agency must make a greater investment in administrative systems which support not only our operations and production but the morale of our most vital ingredient that we have in achieving whatever success we enjoy - our people. It is an investment that is worth making.

25X1

Atts

**SECRET**

COMPENSATION DIVISION

The DCI has extended a direct invitation to the entire Agency to join him in a "quest for excellence". This in and of itself is unique. Previous efforts have usually included only Agency management and results thereof, if there were any at all, were imposed on Agency employees. Equally unique is the positive note in which this invitation is couched. Previous efforts, such as the "doing more with less" campaign not only generated negative attitudes, they generated negative results. It is in this positive vein that we accept the DCI invitation and not only concur in but more importantly support the attainment of the goals and objectives. In joining in this effort we set aside the cynicism that's been bred of prior fruitless experiences and TRUST that with the help we need from management, we will be able to provide the support and service the Agency needs and thus further the accomplishment of its mission.

Undoubtedly as the DCI suspected, our coming together to review the draft statement has already produced dividends. Our employees have surfaced their concerns over the poor state of affairs they see in the data processing

support upon which our provision of services and support depends; the poor state of employee training and resource management; their concern over cramped working space and dated equipment. More importantly, in those areas where they perceive some degree of control, they have surfaced ideas to improve the service and support for which we are responsible. In their response to the DCI's tasking, they've evidenced a genuine desire to provide the "excellence" of performance which the DCI seeks. In fact we've found our employees want to actively meet the goals, principles and standards which the DCI set forth.

All of us who are responsible for the management and supervision of these employees are now challenged to provide them the where-with-all to do their jobs to meet their responsibilities, to perform excellently. It is we, Branch, Division, Office and Directorate managers who are key to the fulfillment of the DCI's quest. We can no longer countenance outdated systems and processes, we can no longer expect our employees to cope with unacceptable work loads, outdated tools, and poor working environments. The solutions to our problems must be sought not at their symptoms but at their source. The problems which stem from one component's failure to carry its share, to meet its responsibility, must not be resolved by another component being forced to compensate, to work a little harder or longer. The resources which have so often been denied must be made available to those of us who have an obvious need as opposed to those who have the "most pull". We managers must seek

excellence through providing our employees the where-with-all to achieve their excellence. Our employees' success or failure rest squarely on our shoulders. The DCI has set the tone, our employees have accepted the invitation, now we managers must deliver the goods.

**Page Denied**

Next 4 Page(s) In Document Denied

7 February 1984

Jim,

Although there were no specific suggestions on how to improve Mr. Casey's statement of goals and objectives as written, everyone seemed to agree that it was nice to see such a statement in writing filtered down to the rank and file of the organization.

By far, the main concern of all surveyed was the recognition of the Agency's people as the mainstay of the organization. It was generally felt that the Agency needed more incentives to attract qualified and high caliber personnel, and more important, to keep them.

In that regard two areas of improvement were suggested. As an essential ingredient to the morale of the work force, it was felt that the Agency has got to do more to enhance the CIA's public image and gain the respect and support of the American people. For too long, this Agency has been subject to close scrutiny by those in power [redacted]

[redacted] the Administration itself; to the general population we have been the source of much ridicule and persecution through the "fourth estate"; and probably worst of all, in many areas of the country, the Agency has been a complete unknown with little understanding of what we are about.

STAT  
STAT

A second proposal involved more visible incentives to attract and keep qualified personnel. It was suggested that the DCI establish an Agency pay scale which recognizes the uniqueness of our purpose and the excellence of our work force. While it is recognized that in recent years, more and more monetary incentives have been established, they have for the most part been geared toward those who accept assignments overseas or in hardship areas. These individuals do play an important role in the successful application of the Agency's goals, but those in the analytical, research and development, and support fields located here at Headquarters are equally important to the Agency mission and should be recognized for their outstanding contributions.

STAT

A fourth area of emphasis was in training [redacted] A recent presentation by [redacted] on Management Development stressed the importance big corporations, such as IBM and others, place on training their employees. In this Agency, we are constantly plugging the dikes and bringing in new employees to fill the vacancies left by retirees or disgruntled resignees.

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[redacted] Offices and components which

are closely linked by the very nature of their business, should be cross-trained for their mutual benefit, and new employees should at least be introduced to the various methods and procedures inherent in the components they will affect, or be affected by, in their daily work. This would have to be a general, across the board effort involving the whole Agency if it were to be of any value whatsoever. STAT

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Re: Mr. Casey

- 1 When implementing changes in procedures the persons involved should be consulted and asked for input. It's important to <sup>have</sup> / input from workers as well as managers.
- 2 It would be more helpful if training were relative to the job.
- 3 Those persons not at Headquarters are at a disadvantage for many benefits - courses, lectures,  Library, etc.
- 4 We are concerned about our safety. What is being done to protect the outlying buildings?

STAT

Retirement Pay Branch

Retirement Pay Branch

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## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To ensure that the United States Government is provided with accurate and comprehensive information on any aspect of a foreign activity which relates to this nation's security or which should be considered with its foreign policy interests.

Organization. The CIA is a mission oriented team made up of operating elements critically dependent upon each other for their individual functions. The organizational structure fosters mutual respect and understanding of highly diverse responsibilities and promotes the feeling of a close-kit family group. ↑

Ethics. Although our activities are conducted under the Constitution and laws of the United States, the nature of the work engender some hostility and suspicion both at home and abroad and subjects the Agency to close public scrutiny. All CIA employees must be aware of and sensitive to the requirement for the highest degree of integrity in performance and conduct.

People. CIA's people are the root sources of its capabilities. The evolution of technology and the everchanging international scene require our personnel to be imaginative, creative, self-motivated, self-disciplined, and self-reliant. These traits, together with relevant skills, are recognized and fostered through training, travel, and assignments which are directly related to opportunities for the professional and personal growth of employees.

Management. Management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance. Agency success has been marked by willingness to innovate, to experiment, and to try new techniques. Our managers are committed to the blending of strengths gained from long experience with new and sometimes radically new approaches for attaining our goals. This commitment provides the dynamic leadership necessary for the passing on of a "can do" attitude to our younger personnel.

Measure of Results. CIA receives its basic marching orders from the Executive Branch. The degree of success we have in carrying out those orders are the measure of results for the Agency. For employees, regardless of success or failure, the measure of results is the knowledge and satisfaction that they are active and necessary components of efforts to preserve freedom and democratic values, not only for America, but the world.

Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of dedication, motivation, outstanding skills, confidence, and personal resources in our people;
- utilization of the most effective technologies;
- capability and flexibility to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.

Statement of Goals, Principles and Standards for CIA

What We Do. To discover and analyze what the rest of the world has done, is doing, or might do so as to provide a broad range of support to consumers of our product.

Why We Do It. To provide the Country's policy formulators and implementors with the most accurate information possible. This is to assist them in formulating and executing policies to best serve the needs and security of the United States.

How We Do It.

1. By maintaining the Agency organizational and personal integrity and objectivity at all times.
2. By encouraging Agency employees to achieve individual excellence within a team oriented effort.
3. By recruiting and retaining the best people and providing the training and opportunity for all employees to enable them to reach their highest potential.
4. By selecting those employees with leadership qualities and providing the necessary training to develop their management skills.
5. By developing new techniques and methods which will be more effective and economical in accomplishing the Agency's mission.

#### WHAT WE DO

Discover and analyze what the rest of the world has done, is doing, and might do.

#### WHY WE DO IT

To provide our policy formulators and implementors with the most accurate information possible, so that the policies formulated and executed best serve the needs and security of the country.

#### HOW WE DO IT

- 1 By striving to maintain our organizational and personal integrity and objectivity at all times.
- 2 By encouraging individual excellence within a team oriented effort.
- 3 By recruiting and retaining the best people in all skill catagories, providing the training and encouragement to enable employees to learn and maintain their skills, and by providing the opportunity for all employees to reach their highest potential.
- 4 By seeking new and more effective ways to meet our requirements, by anticipating new requirements, and by using all means available to fulfill our mission.
- 5 By providing equal and fair opportunities to all for professional growth and advancement

People are essential to any organization. In order ~~to~~ for the people to ~~to~~ meet the goals and objectives of the Central Intelligence Agency, the following ~~to~~ should be improved:

1. Managers should be given the proper ~~xxxx~~ training in management before advancing to a management position. Careful selection and consideration should be given to those employees making the transition from a non-management position to a management position.

Some employees find it difficult to make the transition.

2. Career enhancement training should be recommended to <sup>all</sup> ~~the~~ employees.

Every organization wants the best ~~xxx~~ product or output. So in order to achieve the best output, employees should be properly trained.

3. Open line of communication should be instituted.

4. Efficient and faster methods of processing <sup>collecting</sup> information or raw data should be instituted. The Central Intelligence Agency should continue to strive for <sup>Superiority</sup> ~~improvement~~.

TO BE THE BEST INTELLIGENCE AGENCY IN THE WORLD AND MAINTAIN THE HIGHEST  
DEGREE ON INTEGRITY IN THE PERFORMANCE OF DUTY AND CONDUCT.

BETTER IN HOUSE TRAINING IN ORDER TO MEET THE UNIQUE AIMS OF THE AGENCY ,


~~ESTABLISHMENT~~ TRAINING PROGRAMS FOR MANAGERS IN ORDER TO DEVELOP  
THE FULL POTENTIAL OF MANAGERS ,

**SECRET**

10 February 1984

MEMORANDUM FOR: Director of Finance

25X1

FROM :   
Chief, Monetary Division  
Office of Finance

SUBJECT : Package for Managers as a Guideline for Development  
of Goals, Principles, and Standards for the CIA

Transmitted herewith are comments/critiques of reference package as  
submitted by members of this Division through their respective Branch Chiefs.



25X1

Attachment:  
Comments/Critiques

25X1



**SECRET**

MONETARY DIVISION  
OFFICE OF FINANCE  
OFFICE OF THE CHIEF

The following represents the views of this Division on the draft statement of goals, principles and standards of CIA.

Purpose: Suggest amending first sentence as follows: "in a form to be of greatest utility to national security." Suggest amending last sentence as follows: "towards this purpose and to constantly strive to improve performance and maintain quality or excellence of service."

Organization: Suggest adding the following: "Each must maintain flexibility to meet changing operational requirements and to render the best possible service."

Ethics: No changes.

People: Suggest amending last sentence as follows: "to inspire enthusiasm, honesty and integrity and to promote excellence based on their own performance."

Management: Suggest amending first sentence as follows: "CIA's operating style is to provide leadership and guidance and to foster initiatives", etc. Suggest adding a second sentence as follows: "Management should exercise more use of special authorities granted to the Agency and continue to improve public attitude toward CIA".

Measure of Results: No changes.

Standards: No changes.

Chief, Monetary Division

STAT

OFFICE OF FINANCE  
MONETARY DIVISION  
FIELD OPERATIONS BRANCH

9 February 1984

The following represents the views of this Branch on the draft statement of goals, principles and standards for CIA.

- Purpose: To assist the President, Members of Congress and subordinate officials in their duty to preserve American values and political beliefs; by providing a high quality of comprehensive and objective intelligence, through processes of collection, analysis, production and timely dissemination.
- Organization: The CIA is a dynamic organization consisting of numerous technical, operational and supportive elements that depend upon each other to carry out its intelligence mission. Every element is a critical part of the total contribution. Their interrelationships foster the strength and effectiveness of the organization.
- Ethics: Every employee in the eyes of the public is "The Agency". It is incumbent on each of us to carry this image with pride by observing only the highest ethical standards and totally complying with the laws governing Agency activities and our private lives.
- People: CIA people are the nucleus of the Agency. The quality of our product depends on the quality of our people. Top quality, our mark, is fostered by an aggregate of opportunities to grow professionally and personally through continual training, travel, and challenging assignments. Managerial talent is selected on the basis of abilities to plan, direct, organize, make sound decisions, motivate and teach subordinate personnel.

Management:

The CIA's management style is to intimately know the potential of all our available resources and to use these resources to the best possible extent. New ideas are encouraged, better ways to get the job done the norm and constant measurement of our product a must.

Measure of Results:

Our end product has many similarities with good journalism. We can't measure our successes in terms of reader circulation and profits. What we can do is know our customers, constantly encourage feedback and assess the timeliness, accuracy and relevance of the information.

Standards:

We should not be content to settle for anything less than:

Being the best intelligence service in the world.

Having the highest ethical standards.


Maintaining the highest quality of individual performance.

Employing the most qualified people.

Maximizing use of all available resources.

Saying "Can Do".

STAT

  
Chief, Field Operations Branch

OFFICE OF FINANCE  
MONETARY DIVISION  
TREASURY BRANCH

February 8, 1984

The following represents the views of this Branch on the draft statement of goals, principles and standards for CIA.

Purpose. To provide accurate, comprehensive intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

Organization. The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of integrity in performance and conduct. Ethical conduct cannot be assured by written policies or codes; it must be an integral part of the organization, a deeply ingrained tradition that is passed from one generation of employees to another.

People. CIA's people are the root source of its capabilities. The strength of organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

Management. CIA's operating style is to foster leadership, integrity, communication, initiatives, and creativity by allowing the individual flexibility of action in attaining well-defined objectives, while requiring efficiency, accountability, highest quality performance and/or results at all levels.

Measure of Results. Business organizations measure results in profits, return on investment and capital growth required to deliver the expanded and improved service which further increases profit and capital value. This is achieved by meeting the needs of customers more satisfactorily than alternative sources. As a public service, this organization does not have profitability and capital value to measure its results. Still, its results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. Those results come from the qualities of its people and their beliefs, creativity, dedication, and success in utilizing technology and resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United States. The resources needed to achieve those results come from the way the President and the Congress and the public assess and value these results.

TREASURY BRANCH - Page 2

Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our people;
- utilization of the most effective technologies;
- capability and flexibility to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.

[Redacted Signature Box]

Chief, Treasury Branch  
Monetary Division

STAT

OFFICE OF FINANCE  
MONETARY DIVISION  
BANKING OPERATIONS BRANCH

February 8, 1984

The following represents the views of this Branch on the draft statement of goals, principles and standards for CIA.

PURPOSE: Suggest amending first sentence as follows: "greatest benefit to the United States in relation to dealing with other countries of the world and also to maintain our status as a peaceful nation."

ORGANIZATION: Critique Comment: our agency has lost the "small company" character that was so important in getting the job done in the past. We now have many special staffs on various levels of our organization plus special task forces that may duplicate on going elements. Consideration should also be given to reorganize into three directorates: DDO, DDI & DDA for maximum efficiency. The DDS&T could be integrated as appropriate within the agency structure.

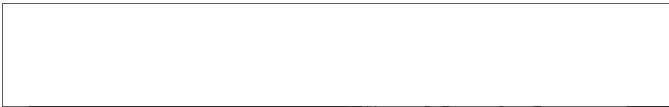
ETHICS: Suggest amending last sentence as follows: "conduct on the job and dealing with others."

PEOPLE: Critique Comment: the agency should always seek to attract, recruit, develop and retain talented people without regard to race, creed or color. Promotions should be accomplished from within the agency whenever possible. It makes no sense whatsoever to bring in senior management personnel such as the DDA or Comptroller from outside the agency to positions of responsibility when the positions can be filled from within our agency ranks.

MANAGEMENT: No changes.

MEASURE OF RESULTS: Critique Comment: Suggest elimination of first two sentences as this is a negative perspective and government agencies are not profit making organizations. Also, skills and performances should be recognized by bonuses at lower grade levels. This would serve as an incentive to continue improved performance with higher goals of achievement.

STANDARDS: No changes.

  
Chief, Banking Operations Branch

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**SECRET**

7 February 1984

MEMORANDUM FOR: Director of Finance

25X1

FROM:

[REDACTED]  
Chief, Commercial Systems and Audit Division/OF

SUBJECT:

Statement of Goals, Principles  
and Standards for CIA

1. Little criticism, if any, can be directed toward the draft statement of goals, principles and standards for CIA. Operating under the enunciated principles and standard however, will continue to be viewed differently, depending on the perspectives of individuals at various levels of the hierarchy.

2. I do not take issue with the statements under Measure of Results -- but in the attainment of results, wherein our failures are sometimes publicized and our successes unheralded, it is suggested that the organization exert positive efforts to foster goodwill and gain wider recognition by the public of its capabilities and accomplishments. This in turn, will attract quality replacements, and instill an "esprit de corps" among current employees which now seems to be lacking.

3. Attached are comments from three of our branches.

Attachments

CSAD/OF [REDACTED]

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3 February 1984

MEMORANDUM FOR: Chief, Commercial Systems and Audit Division/OF  
FROM: Northern Audit Branch  
SUBJECT: Statement of Goals, Principles  
and Standards for CIA

1. In compliance with your request, the Northern Audit Branch met on 3 February 1984 to discuss reference subject. Our specific comments are as follows:

Purpose: We believe the purpose should be broadened to include after utility, "with the least amount of bureaucratic interference."

Organization: The first sentence should be broadened to include after activities, "with a special emphasis on avoiding duplication of effort and keeping jurisdictional disputes to a minimum."

Ethics: Some of our activities may be legal but morally wrong. We need to conduct activities that are both legally and morally acceptable.

People: We agree with the statement under people but feel the Agency is not living up to the standard. Management personnel are selected more often because of time-in-grade or the "old boy network" than on the basis of ability. Managers are often selected on the basis of their performance in a technical position rather than on their potential ability to inspire enthusiasm and promote excellence.

Management: This may have been true 20 years ago, but certainly not true today with all the level of bureaucracy. We need to give a person a job to do and make him accountable for the results. Managers are more interested in what is good for them rather than what is good for the Agency.

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7 February 1984

MEMORANDUM FOR: Chief, Commercial Systems and Audit Division/OF  
FROM: Southern Audit Branch/CSAD/OF  
SUBJECT: Agency Goals, Principles and Standards

Statement of Goals, Principles and Standards for CIA

Purpose: To provide unbiased, accurate and comprehensive intelligence support to individuals and organizations responsible for development of national policy. Information may be released to others when such release is deemed to be in our national interest.

Organization: The CIA is made up of operating elements which are critically interdependent to support joint activities. While each element must be independent to perform its specialty, information, facility and capability will be shared as required by the task to be performed.

Character: The Organization is characterized by a loyalty to Country and a mutuality of respect between management and employees at all levels.

Ethics: Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of integrity in performance and conduct. Individuals can expect guidance from management in these matters, but will be held responsible for their actions.

People: CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Skills are recognized and fostered through training, travel and assignments. Great care will be given to placing individuals in a work environment that will best utilize the individual's skills, training, aptitude and interests.

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SUBJECT: Agency Goals, Principles and Standards

Management: Managers are selected not only for their technical skills, but also, for their ability to inspire enthusiasm and promote excellence based on their own performance. CIA's operating style is to foster initiatives and creativity by allowing the individuals great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels. Managers will keep the line of communication open, both laterally and horizontally.

Measure of Results: The nature of the Agency is such that results may never be known to the vast majority of the public including employees, but quality can be recognized - on the individual level that we have done our best, on the management level that we have exceeded our goals, and on the Agency level that we have exceeded the expectations of the policy makers including the President, Congress and the Cabinet.

Standards: We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our people;
- utilization of the most cost effective technologies and intelligence gathering techniques;
- leadership and recognition as the best intelligence service in the world.

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6 February 1984

MEMORANDUM FOR: Chief, Commercial Systems and Audit Division/OF  
FROM:   
SUBJECT: Chief, Proprietary Systems Branch/CSAD/OF  
Input to Assist in the Development of a  
Statement of Purpose

25X1

1. CIARDS - MANDATORY RETIREMENT FOR AGE: It appears the reemployment of retired participants is increasing due to the fact their expertise is not readily available in other employees or new hires. The solution might be to rewrite  stating, "All participants will be separated upon reaching age 65" vice the first two sentences as now written.

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The result of the revision would be to keep employees with expertise required by the Agency to maintain a quality product for up to five additional years.

2. Basic Salary for General Schedule Employees Hired After 31 December 1983: A separate pay scale for white-collar federal employees hired after 31 December 1983 is in order inasmuch as their overall benefits, including retirement benefits, are less than their fellow employees hired prior to 1 January 1984.

A morale problem could develop if the two systems are not relatively equal in overall benefits.

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PSB/CSAD/OF

**SECRET**

10 February 1984

MEMORANDUM FOR: Deputy Director of Finance

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FROM:



Assistant Director for Career Management/OF

SUBJECT: Goals, Principals, and Standards for the CIA

REFERENCE: DDA 84-0217/4, dtd 25 Jan 84

*Charlie*

1. After each member of the Career Management Staff (CMS) read the speech of the DCI on the above subject, a meeting of all members of the CMS was conducted to discuss its contents and requirements. We feel that the following should be included, in some fashion, into the goals, principals, and standards for the CIA:

A. Due to organizational structure and compartmentation, employees often lose sight of the fact that we are all members of one organization working towards the common goal of collecting and disseminating the best intelligence product in the world.

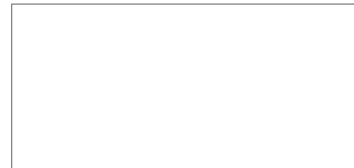
B. The Agency must depend on its employees to voice their opinions regarding any deviations from the course intended by the Agency charter. Passiveness is not a virtue to be admired.

2. In keeping with the spirit of Paragraph 1A above, we have some suggestions that we feel would give all employees a sense of mission. They are as follows:

A. Future promotion certificates could contain words indicating that the recipients have in fact made contributions to the effort.

B. Instill a sense of contribution in those people who are in the background, somewhat removed from an ongoing effort or project.

C. Patriotic aspects of working for the CIA should be emphasized via training and guest speaker programs.



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C O N F I D E N T I A L

14 February 1984

MEMORANDUM FOR: Director of Finance

25X1

FROM:

Chief, Accounts Division  
Office of Finance

SUBJECT: DCI Request for Statement of  
Objectives and Principles

1. The Office of Finance, Accounts Division personnel down to Branch level have made a concerned and thoughtful effort to comply with the DCI's subject request. Accounts Division has included herein the individual and Branch comments as originally presented.

2. The sum and substance of our contribution toward a positive statement of objectives and principles centers around people and opportunity. We in CIA have always had the principle that "people are our most important resource". Yet within the government environment, and the CIA is no exception, this has proved to be a difficult principle to live up to. For the career employee, we have had to live with lean and fat budgets, RIFs, expansion, revolving door Directors, and political windshifts. Throughout our history, now approaching middle age, we as an Agency have managed to hold on to that people principle. Managers and management must rededicate themselves to this objective: People count so count on people.

3. Our principle, people are our most important resource, is still valid. Our objective to meet this principle should be:

- If you want the best, hire the best without regard to race, sex, or quotas.
- Where possible, promote from within but don't hesitate to go outside or where needed to acquire talented people.
- Develop through training, job related experiences and performances, those personnel whom we determine will be our future managers and leaders.

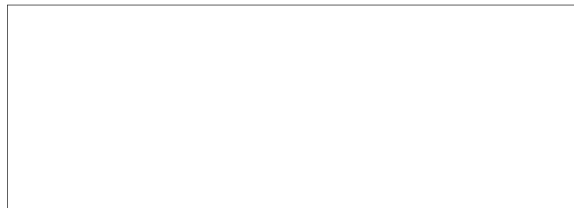
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C O N F I D E N T I A L

- Create the management structures necessary to encourage and develop the CIA talent.
- Reward, via promotion, QSI, special recognition or with cash, those individuals whose contributions made a significant impact on the CIA and its objectives especially those individuals in line management positions.

4. If the people principle is followed and the CIA actions reinforce the principle, the rest will take care of itself.



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Organization: "Each element's departmental and national responsibilities are respected" is weak. As I see it after 20 plus years, our pride and esprit-de-corps have diminished. In unity there is strength, thus unity needs to be emphasized. We need to be proud of each element and the contribution they make. We need to stress that "the difficult gets done always" and that "the impossible is a continuing and exciting challenge". Current thinking appears to be "my job, my career, my office. Commitment to unity should be renewed on an annual basis and must be the responsibility of all.

People: Are not just the "root source" but they are our most important resource. Those who have gained expertise must pass it down to the younger generation. How? By allowing understudies to remain in place, i.e., less rapid rotation. Rapid rotation does not recognize and foster quality skills. Efficiency, Accountability and Results must be required. This is not being done as testified by rehiring retirees. Rapid rotation coupled with too much emphasis on on-the-job training is resulting in mid-level managers who lack expertise. Training, travel and assignments can be completed without a significant amount of learning accomplished. Advancement should emphasize individual initiative, ability, and demonstrated accomplishment. Again PRIDE in work and management recognition of quality performance.

Management: Achieve and maintain excellent managers who inspire enthusiasm and pride in accomplishments. Management should stimulate innovativeness with emphasis on excellence. Do the job right the first time. At present, in Finance, errors are expected, accepted and planned for. Maintain honest communication lines with personnel to promote mutual understanding. Manage personnel resources to reflect enthusiasm and pride in achieving excellence whatever the objective. Continue to search for new and better ways to do the work.

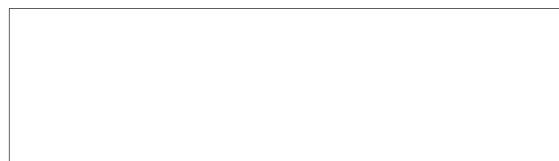
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The Agency interviews and attempts to recruit prospective employees with brains, creativity, dedication and drive and it is estimated that  persons will be hired. Perhaps a study should be conducted to determine why the Agency loses many of its employees to other government Agencies and various private companies which in part could be due to a general disillusionment of advancement possibilities. With the very tight screening and selection process and the funds spent to investigate employees, it would seem more profitable to examine how we can keep these employees.

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For those employees who do wish to continue with the Agency as a career, the Agency should maintain an active career counseling program to utilize the talents of these employees.

There appears to be a general feeling of low morale which could be contributed to lack of communication and lack of uniform policies and procedures throughout the directorates.



This document may be downgraded to (A/IUO) when separated from attachments.

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Accounts Division should build a professional profile into its position descriptions designed to attract qualified people within the Agency and to strengthen overall assignment criteria. Some teeth should be put into our personnel selection process if we are to expect a high degree of professional pride in the product we produce.

An objective outline that clearly establishes the Divisional goals, schedules, and work-in-process should be developed by senior staff to enhance the teamwork concept and effectively develop cross-training. Most employees do not see the big picture and lose interest in their own critical input as a result. On that note, a more concentrated effort to keep our people informed and interested in how our product affects the Agency's goals should be developed.

There should be an individual approach to training. Training should be tailored to each individual's needs at present and to complement plans for his future within Accounts Division. This investment must show a return for the individual and the Division which can be measured through application. Thus the need for longer assignments to fulfill these objectives. Done effectively, training could boost morale and give a sense of purpose to development efforts. Every employee should be inspired to consider on-going training a vital ingredient to career enhancement and personal growth. More emphasis should be placed on sponsoring outside study to meet ongoing objectives. This could prove to be cost effective and encourage self-improvement.

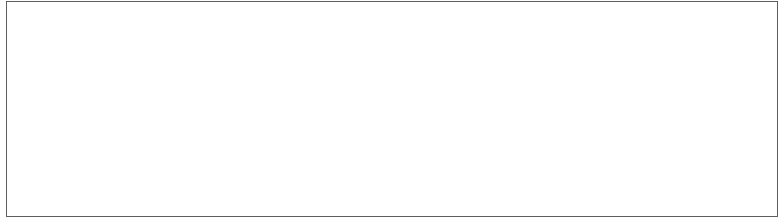
Highest priority must be given to the integration of employee training and systems update. One cannot succeed without the other. Annual goals must be established and met to turn the Agency's budgeting process and overall accounting system into a reliable and flexible program worthy of the name it bears. Allocation of funds to pay for consultant services, special training, and program development must be forthcoming and prudently utilized to assure continued support and interest by top management.

Last, a new effort to create a fluid interface between the DA support services would go a long ways toward promoting a sense of harmony and effectiveness in the eyes of the intelligence community that DA supports. There should be a program designed to give each employee a broad familiarity of the DA role and that program should provide for loaner schemes to cross train. New thinking should go into the future organization of career panels that strengthens this concept.

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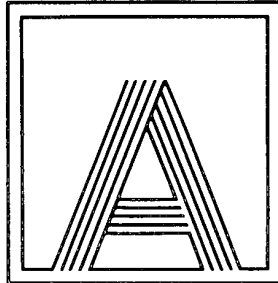
What most employees are looking for is a return by the Agency to bold and challenging concepts and ideas that broaden the prospects for personal growth and job satisfaction. This will take strong leadership and entail calculated risks and faith in one another. Accounts Division is pointed in the right direction but will we really go for it?



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# **DIRECTORATE OF ADMINISTRATION**

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**GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA**

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**SECRET**

**FEB 17 1984**


MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert W. Magee  
Director of Personnel

SUBJECT: Office of Personnel Review of the DCI Statement of  
Goals, Principles and Standards for the CIA

REFERENCE: DDA 84-0217/4, Package for Managers as a Guideline for  
Development of Goals, Principles, and Standards for  
the CIA, dated 25 January 1984

Attached are a composite statement representing the single Office of Personnel submission requested in paragraph two of the referenced memorandum and a notebook containing all of the replies developed by Office of Personnel careerists in response to the DCI's request to involve as many as possible in the search of excellence.

  
Robert W. Magee

Attachment

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FEB 17 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert W. Magee  
Director of Personnel

SUBJECT: OP Search for Excellence

1. Communication is important to employees in any organization but it is vitally important to Agency employees. The sense we have of the returns from the "Excellence" exercise is that the employees see this as a critical test of top management's commitment to improvement. More than one response noted that there have been previous similar statements about the value of Agency employees and their work that resulted in little or no improvement in attitude toward the workers in the trenches, no change in what are perceived as poor management practices and most critically no recognition that the greater Agency populace had participated and contributed--there was no feedback at the personal level. An Employee Bulletin or DCI letter won't cut it.

2. The Statement of Goals, Principles and Standards as written was perceived by some groups as being too bureaucratic in tone. It also fails to incorporate a sense of unity of purpose among management, the various components and the general employee population. All CIA employees must have sufficient information about the intelligence mission to understand the links between collection (both human and technical), analysis, production and support. Each person must be made to feel and understand that his or her function is inextricably linked to all others in the Agency and is an integral part of the successful accomplishment of the CIA mission without violation of the principle of compartmentation.

3. If senior management is truly in search of excellence then it should pursue it aggressively. Demonstrate commitment to the principles of good management and to the practices suggested in the Peters and Waterman book. There is still a desire within the greater part of the work force to recapture the spirit of a family agency--quality management and teamwork.

4. More than ever before there is the recognition that our product--national intelligence--is vital to the interest of the nation. Collecting, processing and reporting intelligence on topics as broadranging as international terrorism, Soviet expansionism, the economic strength of nations

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[redacted] and supporting this effort is what we are about. The President, the Congress, other U.S. Government Departments and indirectly the American people are those to whom we are responsible-- in a sense our customers. Each employee, from the newest filing clerk to the most senior manager is an Agency resource which must be used as productively as possible. Anything less is not living up to our obligation and the trust which we have been given.

5. The paragraphs that follow are a distillation of the OP careerists comments and suggestions for changes to the Statement of Goals, Principles and Standards for CIA.

- ° Recognize innovation, creativity and initiative. Rewards and recognition should be for extra effort and creativity to inspire others to emulate good work. Facilitate change to improve performance.

- ° Eliminate the fear of failing when failure results from reasoned risk taking. Accept the fact that employees after all are human and make mistakes. Employees who are given responsibility will understand that they are also accountable.

- ° Strengthen two-way communication by communicating downward more, but encourage and listen to feedback. Tell a few "war stories." Let employees know in a general sense what some of our significant accomplishments have been. Instill a sense of pride and commitment to common goals. Do more walking around; managers, especially senior managers, should learn to mingle better.

- ° High quality, productive people are the CIA's strength. Make the message to them positive. The CIA places a high value on its people; each employee is an integral part of a dynamic, first-rate organization.

- ° We are an elite organization. Our personal and professional conduct comes not only from written codes, but also from a personal, unwritten code of behavior, set of values and sense of integrity which each employee brings to the Agency and which sets us apart. We are the best.


- ° In measuring results don't use business organizations to develop an analogy. Make a positive statement about our results being judged by the President and Congress.

- ° Working for CIA is more than a job, it is the assumption of a duty and the sharing of responsibility to protect America's vital interests.

- ° Consumer satisfaction in our intelligence product is the principal standard of the Agency's success, but for those employees only indirectly responsible for the end product the standard is personal awareness of the value to the organization of each individual's labors.

6. A former Washington Redskins coach once said "the future is now" and kindled a feeling of community in the Washington area that transcends race, finances and personal status. Let us paraphrase that expression and say "the search for excellence begins where you are now." Mindful of the past, let us strive in the present to anticipate the future.

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X Robert W. Magee



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84-0728

13 February 1984

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MEMORANDUM FOR:

Executive Officer  
Office of Personnel

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FROM:

Deputy Director for Policy, Analysis  
and Evaluation/OP

SUBJECT:

Package for Managers as a Guideline for Development  
of Goals, Principles, and Standards for the CIA

1. Generally, the idea of a creed or statement of purpose, principles and/or standards was accepted. Several groups within PA&E felt that the positive tone of such a statement would balance somewhat the "don't do" orientation received by new employees and continued throughout other aspects of Agency life.

2. There was no strong opposition to the suggested statement but most felt it could--and should--be strengthened. It especially should place more emphasis on people. Such a statement should give the feeling that our employees are valued above all else. The current "people" statement is weak and does not accomplish this.

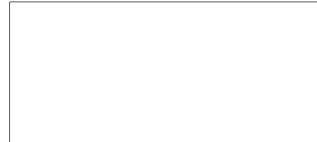
3. A common thread among all the groups was "cynicism." Many of the statements have been made before but little has been done to prove commitment to them. The statement that management personnel are selected for their ability is one example. There is the feeling that too frequently the "old boy network" still takes over. Another area that elicited strong cynical comments was the management statement about accountability. There is little accountability in the Agency and those who fail too frequently are rewarded just as those who perform superbly and obtain results. The groups did not disagree with the statements but felt that actions had to show that this is not just another paper exercise.

4. Throughout the group reports were recommendations to (1) recognize innovation, creativity, and initiative; (2) strengthen two-way communication by communicating downward more but encouraging and listening to the feedback; (3) recognize and reward excellence so that others are inspired to emulate the effort; (4) rebuild the team spirit yet allow for self expression.

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ADMINISTRATIVE INTERNAL USE ONLY

5. There are some excellent suggestions in the attached reports. While I have highlighted some issues, I did not try to consolidate the division reports into one submission representative of PA&E. To get a real sense of what our OP employees are feeling, I believe you need to look at the reports at least at the division level. These will allow you to prepare an OP response that is truly representative.



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7 February 1984

MEMORANDUM FOR: Deputy for Policy, Analysis &amp; Evaluations

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FROM :   
Chief, Information DivisionSUBJECT : Division Comments About Statement of Goals,  
Principles and Standards for CIA

Attached are statements from the employees of Information Division who reviewed and discussed the draft statement of objectives and principles for CIA. It is apparent that the ID employees are very receptive to the intentions and efforts of the proposed statement and the opportunity to participate in the preparation. Within this unanimity, however, it appears there is an expressed need that the employees be informed of the actions which will implement the categories which compromise the CIA statement of objectives and principles.

There is recognition that cooperative and coordinated efforts throughout the Agency can bring about successful achievements and produce an efficient operating environment. Some specifics generated about the statement are:

Purpose : Add "objective" to type of intelligence support.

Organization: Confusion about "...elements and dependent on one another" and reference to, "...each elements departmental ... responsibilities".

Ethics : OK

People : Include "creativity" in this section; Continuous evaluation of salary and benefit packages to keep Agency competitive; Recognize employees as having unique or different perspectives that each may provide for any tasks at hand; and, Promotion and other awards only by merit, with advancement from within, but when necessary employ well-qualified people from outside the organization.

Management : Delete reference to, "business organizations".

SUBJECT: Division Comments About Statement of Goals,  
Principles and Standards for CIA

Standards : Entry five - change "tough" to "difficult".

There is basic acceptance to a statement of purpose, principles and standards. Commitment to it by employees will require that its objectives be realistic, clearly stated and understood, applied uniformly and be well communicated. There must be a demonstrated sense of responsibility and integrity in its implementation which in turn will encourage cooperation, strengthen the attitude of "can do" and produce, excellence of performance.

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7 February 1984

MEMORANDUM FOR: Chief, Information Division

FROM : Chief, Information & Analysis Branch

SUBJECT : Review of "Statement of Goals, Principles  
and Standards for CIA"

1. The Information & Analysis Branch met for one hour on Friday, 3 February 1984, to discuss "goals, principles and standards for CIA". The [ ] members of the Branch have had a variety of experience with both Agency and outside organizations and range in age from 22 to 56. Most are experienced analysts and have highly developed skills in handling information systems, programming applications, and communicating needed information to Agency management on matters concerning human resources. STAT

2. There was a certain amount of cynicism expressed in the beginning of the meeting since many had previously completed surveys, written papers on morale, assignments, evaluated the usefulness of management courses, etc. Invariably, they received no feedback from management and felt there was little or no impact for the time they contributed to these tasks. In general, the group believed that the "Statements" would not become real policy unless management provided feedback and actually permitted flexibility.

3. Several members of the Branch indicated they experienced a certain amount of intimidation when they first came on board with the Agency and were subjected to a "don't do that" orientation without offsetting encouragement or positive thinking. They noted that no effort was made to communicate Agency goals in any form during their initial orientation period with the Agency.

4. Comments and suggestions on each of the topics stated were:

Purpose: It was recommended that the phrase "and with the greatest objectivity possible" be added to the first sentence. A lack of objectivity leads to bias and the lack of accuracy.

Organization: Some analysts felt that there is hint of incongruity between the two sentences; dependance on each other and in the next instance each elements uniqueness is stated. Other analysts, however, felt this was simply a matter of interpretation or semantics.

SUBJECT: Review of "Statement of Goals, Principles  
and Standards for CIA"


Ethics: No problems or suggestions for change.

People: The need for and recognition of creativity should be stated in this paragraph and alternative views should be solicited and surfaced. Each employee is unique and can provide different perspectives for the tasks at hand. This is one of the strengths of our society.

Management: Accountability should be emphasized more in this paragraph. Most of the analysts have contact with a variety of "management". They see good managers and bad managers and some managers who show pure ignorance of the areas for which they are responsible. They feel that the "old boy network" may play too large a part in manager selection in some instances. Some managers could not pass a simple exam in the subject matter representing their areas of responsibility.

Measure of Results: Most felt this paragraph needs a lot of work. It was suggested that all reference to business be toned down since the Agency is not a profit making organization involved with capital value. In addition, our results are judged by the President and select Congressional committees more than the public and this should be emphasized a little more than public accountability, which is real but highly diversified in outlook.

Standards: One analyst asked if the word "tough" might better read "difficult" - there were no other comments.



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ILLEGIB

6 February 1984

Comments on "Statement of Goals, Principles and  
Standards for CIA"

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The qualifications section of the Information and Analysis Branch held an hour meeting on the "CIA Standards", Monday, February 6, 1984. Our group has a total of 77.5 years of Agency experience [redacted] in this section. Our discussion took two routes. First, we had a general discussion on the relevance and importance of such a document. And second, we looked at each specific entry under the "Statement".

Generally, our group felt this type of activity is a good thing. However, they expressed a desire and a need to see results. These feelings arose due to past experience with management. Many employees filled out surveys or wrote papers on Agency morale, assignments and training courses. But receiving no feedback from upper management for their efforts. Because of this lack of feedback there was little or no impact for the worthwhile time these employees contributed to these tasks. Overall, our group felt these Statements would not become general operating procedures unless management provided more feedback and allowed more flexibility.

Several employees in this group expressed that they were intimidated when they first came on board. They were constantly barraged with "Don't do that!." It was suggested that new employees should be made aware of the goals, principles etc. of the Agency. Not one of these employees could remember an Agency goal being articulated to them. We would like to see personnel officers take a few moments to discuss these "operating procedures" with each new employee.

Other than more feedback and more flexibility, our group would like to see more group interaction to produce a better product. Thus, along with the goal of team work, goes the principle of "need to know." In order for team effort to work, "need to know" must be tempered in our modern society.

On to specifics....

Purpose: We would like to see the word objective added to the type of intelligence support provided by the Agency. Intelligence may be accurate, but may not be objective.

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Organization: In one part of the statement it is mentioned that elements are dependent on one another. In the next sentence, it is mentioned "each element's departmental ... responsibilities. This is incongruous. Its like having your cake and eating it too.

Ethics: No problems.

People: Creativity should be added. Also, it should be mentioned that alternative views should be surfaced. Individuals should be recognized for their uniqueness and the different perspectives each can provide to the task at hand.

Management: Accountability should be emphasized more. Furthermore, it is a commendable goal to allow the individual "great freedom", but very difficult when our organization is closed and must operate in an open society. Thus, the verb "strive" should be added here.

ILLEGIB

Measure of Results: Needs alot of work. Delete all reference to business. Also, we felt that the Agency's constitutencies do not extend to the public. Public should be deleted. Our results are judged by the President and congress. There is no way to satisfy the public since the goals are too diverse.

Standards: For entry number five the word tough should be changed to difficult.

ILLEGIB

STAT

ILLEGIB

MEMORANDUM FOR: Chief, Information Division, OP

FROM :   
Chief, Transactions  
and Records Branch  
Office of PersonnelSUBJECT : Statement of Goals, Principles  
and Standards for CIA

1. In accordance with your request, OP/TRB employees have read and discussed the proposed Statement of Goals, Principles, and Standards for CIA. Generally, they agreed with the statement; however, OP/TRB thought two additional areas should be incorporated:

- A. People. In addition to the current comments, we suggest a sentence along the lines:

To attract and retain the best employees, a constant evaluation will be made of the salary and benefits package and adjustments made accordingly to insure that the Agency is competitive.

- B. Management. An additional sentence along the lines:

Managers should insure that employees are, and know they are, an integral part of the Agency's success. Employees should be informed in a general sense (especially in the administrative area) of the Agency's accomplishments and successes. This feedback instills a sense of pride and commitment to our common goals. (OP/TRB employees thought Mr. Magee's brief recounts along these lines at the Personnel Officer's meetings last fall were very useful and promoted a sense of being a part of CIA).

*(Communication  
Personnel)*

SUBJECT: Statement of Goals, Principles  
and Standards for CIA

2. Other good ideas were generated during our discussions, some of which were more applicable on an office level, but deserve mention:

A. There was some concern regarding the uniformity of the Agency's systems for recognizing superior performance. Specifically, the variance in time in grade guidelines between directorates and the disparity perceived in the general usage of awards such as QSI's, special achievement, etc.

ILLEGIB

B. OP/TRB employees thought that OP should consider the possibility of shortening the rotations at the junior levels (GS-07 and below) and encouraging reassignment on a 12 - month or 18 - month basis rather than a 24 - month basis. Although the reassignments would usually be laterals, employees thought this change would provide them a wider knowledge basis and make them more well rounded Personnel careerists.

C. OP/TRB employees also expressed an interest in learning what career tracks other areas of the Agency had available. Because this is the first Agency assignment for many OP/TRB employees, they are unsure what other opportunities are available and think Directorate Career Days would be very useful. They envision recruitment type presentations where offices explain their mission and indicate the types of positions they have available and the qualifications and skills needed. Although the vacancy notices are somewhat helpful, for a relatively new employee, unfamiliar with the Agency, they don't provide enough information.

*Re-consider  
Agency Career Days*

STAT

ADR2

6 February 1984

## STATEMENT OF GOALS PRINCIPLES AND STANDARDS FOR CIA

PURPOSE. To provide accurate, comprehensive intelligence support to a board range of consumers in a timely manner and in a form to be of greatest utility. Alleviate potential threats to the United States by use of covert action.

ORGANIZATION. The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

ETHICS. Our activities are conducted under the Constitution and laws of the United States. Every member of the Agency is made aware of and sensitive to the letter and spirit of this legal context, as it pertains to his/her responsibilities and manifests the highest degree of integrity in performance and conduct. The suspicion aroused by its type of activity will be assuaged both at home and abroad.

PEOPLE. CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. CIA recruits and hires brilliant young professionals and their skills are recognized and fostered through training, travel and assignments; senior level and management positions are filled from within; and, management personnel are selected for their ability to inspire enthusiasm and promote excellence.

MANAGEMENT. CIA's operating style is to maintain open lines of communications between all levels of employees which fosters initiatives and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels.

ILLEGIB

MEASURE OF RESULTS. CIA measures its results in the satisfaction of its customers in the values, relevance, and timeliness of the intelligence and operational inputs they receive. Those results come from the qualities of its

PAGE 2

people and their creativity, dedication, and success in utilizing technology and resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United states. The resources needed to achieve those results are supplied when the President, the Congress and the public favorably assesses and values these results.

STANDARDS. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our employees;
- utilization of the most effective technologies;
- capability and flexibility to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.

08 February 1984

STAT  
MEMORANDUM FOR: [redacted]  
Deputy Director for Policy, Analysis  
and Evaluation

STAT  
FROM: [redacted]  
Chief, Policy and Programs Staff

SUBJECT: DCI "Green Book" Project

1. Attached is my Staff's suggested statement of purpose for C.I.A. along with the individual statements of the members.

2. For your information, we tackled this as a team with [redacted] as designated action officer. I personally did not participate in the framing of the statement as I believe that the brainstorming process would have been inhibited by my presence simply because I am the boss. I wanted the group to be able to ventilate, criticize, and think free of any undue influence that the boss's presence might bring, perceived or otherwise. Roger reports that it was a difficult exercise but a good effort in the end. Following the film, which came after we had gotten well into the project, the task went easier it seems. The film was seen by three of the officers and they reported being very impressed, and, indeed, inspired by it. I doubt that anyone would have any problem with my advising you of the skepticism expressed about the value and end result of this effort, however. While Roger was surprised, I am not, simply because most members of my staff are older, more experienced officers with a fairly wide variety of experiences. We all have seen and heard what comes across (however unfairly or inaccurately the perception might be) as double standards, double talk, words but no actions, ignoring of rules, kow-towing to what seems to be the insatiable appetites of squeaky wheels, etc. My experiences in the Management Development Course lead me to believe we are not alone in this perception that "management" is not "managing" at all, and that often the tail is wagging the dog. STAT

3. Whatever does happen with this Agency-wide effort, it will be a tragedy if we see nothing more than a Headquarters Notice announcing our new Statement of Purpose. For what it may be worth, I offer again the idea I have mentioned several times: if indeed management is serious about whatever concerns have led to this effort, merely involving everyone in the development of a statement is not going to gain anything. A much more effective way to instill confidence and trust, and turn around the skepticism and whatever other ideas management has, is to find out what really concerns employees by a carefully constructed survey. Having done that, we then work towards solutions, providing feedback — honest — to employees about the solutions

or, inability to solve and why. Finally, management must act as they speak and set the example from the top down. While there always will be employees who see nothing wrong with their own behavior (and we must learn to accept this fact of life one day also) and thus will not follow any example that differs from their own self-image simply because they see no need to change, those of us hungering and thirsting to see actions that match words may turn around...



STAT

Office of Personnel/Policy, Analysis, and Evaluation/  
Policy and Programs Staff's Suggested  
STATEMENT OF PURPOSE FOR THE CENTRAL INTELLIGENCE AGENCY

PURPOSE:

The Central Intelligence Agency (C.I.A.) has the responsibility to:

- ° Collect, evaluate, analyze, produce and disseminate foreign intelligence.
- ° Coordinate the foreign intelligence effort of the U.S. Government.
- ° Conduct and support activities or programs abroad that are deemed necessary to our national interests.

BELIEF:

- ° Working for the C.I.A. is more than a job, it is the assumption of a duty and the sharing of responsibility to protect the nations vital interests.

PRINCIPLES:

- ° Protected from public scrutiny C.I.A. employees must ensure that the latitude we have to accomplish our mission is not abused.
- ° Assigned tasks will be performed within the boundaries of ethical restraint and legal requirements.

MANAGEMENT:

- ° Provides a working environment in which senior management actively solicits employee thoughts/suggestions through informal personal contact.
- ° Encourages creativity, permits practical risk-taking and is supportive of "good tries."
- ° Fosters initiative by giving employees considerable freedom of action in their jobs.
- ° Is innovative and a leader in the creation of an excellent benefits package for its employees.

- ° Will foster a "can do attitude" emphasizing willingness and flexibility to meet sudden and difficult challenges.
- ° Provides timely and appropriate recognition to employees for individual and groups accomplishments.
- ° Provides the opportunity for employees to improve their skills and broaden their capabilities through travel, training and education.

PURPOSE:

To coordinate the numerous intelligence efforts of the U.S. Government as well as collect, evaluate, analyze, produce and disseminate foreign intelligence.

PRINCIPLES:

To perform all tasks assigned to the best of our abilities in line with ethical restraints and legal regulations.

BELIEFS:

To be employed by this Agency places each person in a position to make a contribution to the security of our country and that all our actions should reflect this privilege and responsibility.

ORGANIZATION:

To function as one entity, a coordination of many parts performing specialized tasks.

MANAGEMENT:

To guide and supervise the conduct of projects and the function of employees in a manner that fosters the development of our resources.

PEOPLE:

To expect from our staff members the best and to reward and properly foster such performance.

PURPOSE:

Based on national security needs, the C.I.A. collects and analyzes foreign intelligence, producing and disseminating this information for the nations's policy makers including the President and Congress and conducting intelligence operations as directed by the President.

MANAGEMENT STYLE:

- Set well-defined objectives based on the nation's intelligence needs.
- Foster initiative and creativity in attaining these objectives by allowing the individual great freedom of action in attaining the objectives.
- Managers are selected for ability to lead and plan as well as their ability to inspire enthusiasm and motivate employees to excellence.
- Require efficiency accountability and results at all levels.

PRINCIPLES:

We expect of employees at all levels:

- Performance of highest quality.
- Sensitivity to the legal parameters which govern our work and a high degree of integrity and ethical conduct.
- Loyalty to the Agency's objectives.
- Can do attitude - willingness, capability and flexibility to meet tough and sudden challenges.
- A fast reaction time in crisis situations.
- Utilization of developing technologies.
- Free exchange of communication and ideas, both up and down the management chain.
- Sensitivity to our customers satisfaction with our intelligence in value; relevance and timeliness.

PEOPLE:

Recognizing that the strength of the Agency depends on the quality of its people, we:

- ° Provide a dynamic environment in which employees can pursue excellence in their chosen career field while contributing to the national security.
- ° Provide long term careers and advancement based on job performance.
- ° Provide the opportunity for employees to improve their skills and broaden their capabilities through training and education.
- ° Recognize and reward individual accomplishments.

MANAGEMENT:

- ° Be innovative in the creation of an excellent employee benefit package. (We may want to substitute maintenance for creation.)
- ° Acknowledge the value of employees at all working levels by personal contact with them.
- ° Encourage dialogue on ideas at all levels and stress the importance of informality to enhance communication.

GOALS:

- ° To coordinate the numerous intelligence efforts of the United States Government.
- ° To collect, evaluate, analyze, produce and disseminate foreign intelligence.
- ° To meet the needs of the President and other policy makers to ensure the security and prosperity of the United States.
- ° To achieve its mission through dynamic and flexible means.

PEOPLE:

- ° We are a selective and diverse occupational population with widely different backgrounds and skills, The Agency's success is built upon the personal and collective talents and contributions of its workforce.

MANAGEMENT:

- ° To provide an atmosphere of intellectual and professional challenge, satisfaction and development.
- ° To provide sound, goal oriented leadership and management.
- ° To encourage individuals to be creative, innovative and forward leaning.
- ° To guarantee two-way communication; fair and open solutions to problems; and receptiveness to new ideas.
- ° To provide well balanced employee benefits.

ETHICS:

- ° To uphold the highest degree of integrity in our personal and professional lives.
- ° To contribute to the betterment of our Agency, our community and society.

MISSION:

- ° To assure the production of information needed or requested by policy makers to enhance the nation's security and well being.
- ° To successfully conduct or support activities or programs abroad deemed necessary to the national interest.

PRINCIPLES:

- ° Agency effectiveness depends on the quality and resourcefulness of its employees.
- ° Working for the Agency is more than a job; it is an assumption of a duty and the sharing of a responsibility for protecting the nation's vital interests.
- ° Fulfilling the Agency's mission is extremely difficult and demands the best from its employees.
- ° Many employee rewards and satisfactions come from the knowledge of a job "well done"; Agency accomplishments are largely unheralded.
- ° Protected from public scrutiny, Agency employees must take special pains to resist abusing their freedom to do what they believe necessary to accomplish their mission.

WE BELIEVE:

- ° That the existence of C.I.A. is essential — providing intelligence and national security support to the President and policy makers.
- ° That the diverse individuals and components of the Agency must work to complement each other in accomplishing the overall mission.
- ° That the Agency must have the best individuals both in ability and integrity.
- ° That loyalty must be demonstrated by top management to the members of the organization and by the members to the organization.

GOALS/MISSION:

The C.I.A. is an integral part of the federal government and serves a vital role in the preservation of our democratic society. Its employees are dedicated to the task of collecting, evaluating, analyzing, producing, and disseminating foreign intelligence that is necessary to safeguard our national interests and welfare.

MANAGEMENT:

C.I.A. management will provide a working environment which:

- ° Solicits differing points of view, encourages creativity, permits practical risk-taking and is supportive of "good tries."
- ° Fosters initiative by giving employees reasonable freedom of action in their jobs.
- ° Emphasizes regular informal communications between senior managers and employees at all levels for the purpose of "finding a better way" and improving the status quo.
- ° Is non-political and rewards the most deserving employees for their performance.
- ° Listens; considers; acts

EMPLOYEES:

Placed in a position of public trust employees must be circumspect in their conduct to ensure that they do not overstep either moral or legal bounds in their zeal to accomplish their job.

ASSESSMENT OF PROPOSED STATEMENT OF GOALS,  
PRINCIPLES, AND STANDARDS FOR CIA

1. Before dealing with specific aspects of the proposed statement, members of the Position Management and Compensation Division offered general observations regarding the contents of the paper. These were generally critical in nature and expressed the opinion that the statement was too general, projected a bureaucratic tone, and failed to incorporate a sense of unity of purpose between management and the general employee population. Many of the group observed that the proposed statement also failed to address management accountability. Finally the participants commented that they found too little emphasis on excellence and recognition of superior performance (in spite of the portion of the proposal which spoke of travel, assignments, etc. as being the means by which skills are recognized).

2. In an effort to sharpen the focus of the statement and to make it more memorable the group developed the following alternative which is in the format of a creed.

We believe that the CIA is the foremost intelligence service in the world. As such we must:

Produce intelligence of the highest quality and value.

Foster excellence of performance from all employees.

Acknowledge the importance of the role each part of the

Agency plays in achieving our overall mission.

Observe the letter as well as the spirit of the law in the conduct of our activities.

Preserve the capabilities and flexibility to meet all challenges.

Demand ethics and integrity of the highest order in everything we do.

Foster initiative and creativity through individual freedom of action.

Be accountable for our actions.

Maintain a creative and productive environment.

Recognize the special nature of the Agency employment, and  
provide our employees with the opportunity for professional  
and personal growth.

3. In concluding the discussion of our goals, principles, and standards one of our number suggested the following motto for adoption by the Agency.

"Mindful of the past, we strive in the present to anticipate  
the future."

*copy*

- Maintain an environment in which the individual employee, through motivation, creativity, enthusiasm, hard work, knowledge and self-discipline can achieve tangible and intangible rewards commensurate with performance.

- To maintain sufficient flexibility in our procedures and policies to permit creativity in approaches to meet the changing requirements of our diverse operations.

- To encourage the input of employees at all levels in the organization to participate in decisions, work methods and in developing solutions to pressing problems.

- As a support organization, our measure of results is at least one step removed from the measure of results of the principal product. Ensure that support personnel are included in this measure of success.

- Management: Sounds good - but is it operative - or even practical? Perhaps a sentence on how this will be accomplished.

- No problem with the content - only the format. Shouldn't there be more insertion of statements of how the items will be achieved . . .

e.g. under "People"

"Skills are recognized and fastened through training, travel and assignments; results will be judged by a decreasing rate of attrition in the mid-management levels."

- Relationships/morale within the Agency depends upon a spirit of cooperation among individuals and groups, and an attitude of trust and understanding on the part of managers toward their people. These qualities have been lacking in the Agency. If these relationships and morale are to grow once more within the Agency, an employee must again work in an atmosphere which fosters faith in the motives and integrity of their peers as well as trust on the part of supervisors.

- More positive reinforcement on the part of management other than monetary reward once/twice yearly. Career Development given more consideration than catch as catch can or what ever the individual can work himself/herself. Specific assignments and training identified for those employees who are not those singled out as the "commers". The Career Development Profile concept tailored to the individual.

PURPOSE: Provide the customer the best possible verifiable and unbiased intelligence.

ORGANIZATION: All elements exists only to produce or support the production of intelligence

ETHICS: The maximum effort for our purpose within the rules governing our conduct.

PEOPLE: Select and promote the best possible talent for the task and with the best compensation package available.

MANAGEMENT:

### Basic Principles

Managers must take the responsibility for managing their human resources.

### Human Resources

Lead the way in the development of special programs (incentive programs, external training, sabbaticals, professionalization programs) designed to attract and retain the work force.

- Give the work force goals to be achieved.

Public Image

Improve the public image through an education process.

Management Incentive

Reward the manager who has sound innovative ideas regardless of whether the ideas time has come. (Recognize the potential of innovative thinking.)

**Page Denied**

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*DI Branch comments:*

STATEMENT OF GOALS, PRINCIPLES, AND STANDARDS FOR CIA

General observations:

- Tone needs to be less stuffy.
- Greater emphasis on people vice organization.

One-Liner's:

- Both the people and the organization are special . . . need each other in order to succeed.

Purpose

- Collect and produce accurate and timely National Intelligence--Emphasize Pro-active reporting over re-active reporting.
- This is a risky business.

Organization-

- Assume a more corporate-like structure. Place main emphasis on Agency Organizations that collect, analyze, and produce intelligence. Tailor and directly link support elements to line components that actually carry-out CIA's main mission.
- We're large, but not a bureaucracy.

Ethics

- Strong belief of purpose, honesty, and the courage to take necessary risks.

People

- A Cadre that reflects professionalism, exceptional talent, initiative, imagination, unusual skills, and in which there is room for the occasional "Cowboy". (Use OSS as the model--not a grey bureaucracy.)
- Our people possess unique talents and will be given every opportunity to contribute.
- In line with these principles, personnel compensation policies and practices will be person-centered, not position-centered.

ILLEGIB

- Management
- Eliminate unnecessary paper, demand informal internal communication, eliminate as many formal review, processes as possible.
  - The CIA will foster initiative, creativity, and accountability by delegating to line managers fundamental responsibilities to compensate, reward, and promote individuals according to the stated standards of excellence.
  - Communication within the CIA will be constant and characterized by speed and informality.
- 

ILLEGIB

- Measures  
of Results
- Put authority to manage moneys, measure performance, and to promote subordinates in the hands of line managers.

NO Branch

STATEMENT OF PURPOSE, PRINCIPLES, AND STANDARDS FOR CIA

PURPOSE: - To make available to consumers an intelligence product of the highest quality and value.

PRINCIPLES: - To abide by the Constitution and laws of the United States; being aware, sensitive, and responsive to the letter and spirit of this legal context in all aspects of our performance and personal conduct.

STANDARDS:

- Excellence of performance at all levels in the Agency;
- Ethics, accountability, and integrity of the highest order in everything we do;
- Development of outstanding skills, confidence and personal resources in all employees;
- Capability and flexibility in our employees to meet difficult and sudden challenges;
- Utilization of the most effective technologies;
- Responsive and accountable management at all levels in the Agency; and
- Demonstrated leadership and recognition as the best foreign intelligence service in the world.

GENERAL COMMENTS:

Too impersonal, does not foster "oneness" in the Agency. Appears to have been written more to fill space than to capture the ideas of the industry models. Bureaucratic.

--Organization: The individuals and operating elements work together to make the whole greater than the sum of the parts.

--Ethics: We exemplify the highest degree of integrity and honesty in the conduct of our activities and are ever vigilant of the spirit and the letter of the laws which govern our operations.

--People: Our people are our most important asset.

- ° People are respected as individuals for their contribution to the organization.
- ° Excellence is expected and recognized.
- ° People are treated equitably throughout the organization.
- ° Opportunity is provided for personal and professional growth.

--Management: Through effective leadership, management fosters an environment in which freedom of action is encouraged and open communication.

--Management is accountable.

Statement of Purpose

- The Agency's goal should be to be the best intelligence service in the world providing the President and Congress with the information necessary to make decisions in our national interest. To this end we must insist on not only being as good as or different, but to be better than the rest.
- Agency employees must truly believe in the intelligence mission of the Agency and be willing to put their maximum efforts to bear on achieving that mission.
- The Agency must insist on hiring and retaining the best employees available, but we should not put the emphasis on monetary and benefits incentives. We need employees who are motivated more by patriotism and devotion to service which will sustain their loyalty during their Agency careers and beyond.
- Agency managers/supervisors must be objective and honest with employees on performance evaluations especially during the trial period. In our search for excellence, it is in the best interest of both the Agency and the employee to face a problem situation early and not hesitate to terminate the relationship if it is not profitable to either or both for the long range.
- We must offer employees opportunity for development and advancement through training and appropriate experiences to sharpen skills and give greater exposure to Agency functions, but rotation for the sake of rotation should be avoided.
- The Agency must encourage employees to use their imagination and initiative in trying innovative approaches to resolve both old and new problems even if they don't always succeed.
- Agency resources should be looked on as a trust which we are responsible to use to the maximum efficiency in achieving excellence.
- We must do a better job of prioritizing essential Agency functions and lop off from the bottom as new projects are taken on. If we continue adding to Agency requirements without eliminating less essential functions, we water down the effectiveness of Agency resources at all levels.
- The Agency should reward those employees, especially at the mid-levels, who make it possible for senior managers to accomplish their missions to the extent that they qualify for rank stipends and performance awards.

- We should make greater use of the Director's special authority on a selective basis to provide benefits to employees whose duties require them to perform duties unique to intelligence operations.
- Employees should be given a sense of accomplishment by informing them of Agency successes and how their efforts contributed to that success. Too much compartmentation can be self defeating and leave employees wondering if their efforts are truly meaningful and thereby lose their incentive for excellence.
- Agency employees need role-models and should be given responsibilities and leadership which fosters innovation, motivation, initiative, and enthusiasm at all levels.

7 February 1984

MEMORANDUM FOR: DD/OP/PA&E

FROM:

  
C/HRPS

STAT

SUBJECT: Development of Agency Goals

1. Attached is a summary list of proposed Agency goals that reflect the input from the employees in HRPS. For your added information I have also attached the goal sheets submitted to me by staff members.



STAT

GOAL:

Provide senior policy-makers with the most insightful information in the most rapid manner on foreign events of significance to the U.S.

METHODOLOGY:

Necessary information will be obtained. All sources will be utilized and tailored to the criticality of the need, including: open media, individuals, and technical systems.

EMPLOYEES:

Every effort must be made to provide our employees with the best benefits, recognition, working environment, and job satisfaction possible. We can demand so much of our employees, because they can be absolutely certain of the best management support.

ENVIRONMENT:

Innovation and creativity will be encouraged and rewarded at all times.

Individual or shared excellence will be publicized as much as possible within the Agency.

Career related training will be fostered.

Authority will be delegated to, and exercised by, the lowest feasible working levels.

COMMUNICATIONS:

Communications will be simple, direct, and timely.

Feedback will be emphasized at all levels.

HUMAN FACTORS:

The ultimate goal of all environmental change will be to adapt space and equipment to improved employee usage, not to adapt employees to equipment and space limitations.

The status quo must always be questioned.

GOALS

1. Encourage innovation
2. Provide an intellectual challenge
3. Stimulate independent thinking and new ideas
4. Reward creativity, imagination, inventiveness
5. Publish accomplishments
6. Mesh personal and organizational goals
7. Develop problem-solving skills
8. Provide training
9. Allow opportunity for advancement
10. Promote energy, drive, and perseverance
11. Instill positive attitude
12. Look for new ways to contribute
13. Build a team spirit yet allow for self-expression
14. Flexibility and adaptation are desired
15. Apply your unique experience
17. Create positive climate and environmnet

3 February 1984

- (1) Improve overall morale of Agency employees down to the last peon
  - stop trying to make rules and regulations about the living style of employees that doesn't pertain directly to the Agency.
  - allow employees to take their own initiative more often
  - why is it necessary (or why does it happen) for managers to say "I want to get in and rub elbows with the lower ranks" when they know themselves it won't happen?
- (2) improve intelligence "secrecy/classified" network
- (3) stop the policy of "let's hurry up so we can wait." Example - moving to other buildings--the building should be ready before the people move in.



STAT

Special Programs

10 FEB 1984

MEMORANDUM FOR: Executive Officer, Office of Personnel

STAT

FROM:

[Redacted]

Deputy Director of Personnel for Special Programs

SUBJECT: Standards of Excellence

Bob,

1. Attached are responses from the Special Programs area regarding the Director's request for comments on Standards of Excellence for the Agency. In reading all of the SP comments, I tended to group them as: concerns for recruiting the best qualified employees available; ensuring that communications both upward and downward are effective; managing the employees is accomplished with full consideration of the employees personal and career development; and ensuring that consistency exists regarding Agency personnel policies. My personal response to the subject of Standards of Excellence is on top of the SP presentation.

2. Although this process involved a fair amount of time and effort, I noted that this is the first time in my Agency career that all Agency employees were asked to focus on the Agency as a whole. This may have been the most worthwhile aspect of this effort.

[Redacted]

STAT

Attachment: a/s

## STANDARDS OF EXCELLENCE FOR THE AGENCY

In thinking about the Director's concern for Standards of Excellence in the Agency, I offer the following:

- a. That Agency employees be given sufficient information regarding the intelligence mission so that there is a clear understanding that intelligence collection, analysis of raw intelligence, production of finished intelligence, and administrative support to these missions are considered integral to satisfactorily accomplishing our mission.
- b. That the Agency hire highest quality possible with orientation toward a career with the Agency. Recruitment should entail seeking those with a broad perspective of the Agency-wide mission.
- c. That employees be recognized for having a sense of urgency, production be of the highest quality work possible and faultless integrity. Rewards and recognition should be for extra effort and creativity, not mediocrity.
- d. Responsibility should be delegated to employees with full accountability for their work.
- e. Compensation/benefits for Agency employees should be competitive with the market place.
- f. Management should encourage employees with high initiative and creativity so that a fear of failing is eliminated to the maximum degree possible.
- g. That managers develop the trust of subordinates to ensure maximum support. This should go far in avoiding employees finding it necessary to write memoranda to protect themselves.
- h. Provide adequate space and comfortable working conditions to maximize self-worth and production.
- i. That managers be rewarded for managing and developing employees.
- j. Provide the highest quality technology to ensure that Agency employees are the most efficient and productive available.
- k. That the Agency do all possible to develop public and Congressional support for the Agency's needs.

ADMINISTRATIVE INTERNAL USE ONLY

MEMORANDUM FOR: Deputy Director of Personnel for Special Programs

STAT

FROM:

Chief, Contract & Allowances Division

SUBJECT: Agency Goals and Objectives and the Pursuit of Excellence

1. Summarization of the attached Branch comments and my individual thoughts regarding what the Agency goals and standards of excellence should be can best be stated as follows:

Agency Goals

- To produce timely accurate and objective intelligence that assists the policy makers in deciding U.S. Government foreign policy.
- To conduct necessary covert action and counterintelligence activities that support or augment the intelligence process.
- For the Agency to conduct its activities with regard for enabling legislation, Congressional Oversight and Presidential Directives.
- To maintain its eliteness and uniqueness in the conduct of many specialized activities.

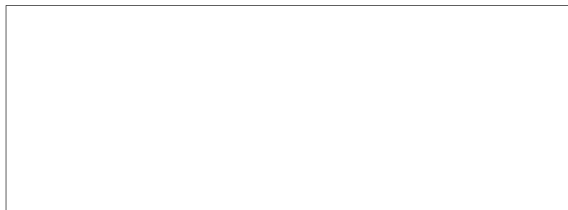
Standards of Excellence

- To attract, develop, motivate, effectively manage and reward an appropriate mix of the right people which is the Agency's most valued resource.
- Seek to refine the organizational structures of the Agency and its components to promote efficiency of operation, more effective communication, to fix authority and responsibility at the appropriate levels and to delegate downward where appropriate.
- Identify managerial talent at the earliest possible point in that individuals career so that appropriate assignments and training can be provided to test that individuals talents.
- An employee feedback system that is meaningful and makes them feel a part of the team in order to promote a greater degree of employee involvement and production.

ADMINISTRATIVE INTERNAL USE ONLY

ADMINISTRATIVE INTERNAL USE ONLY

- Although crises management is a given in many parts of the Agency, we should strive to minimize it in order to avoid mistakes, wasted time and resources.
- Insure that management, at all levels, recognizes and attributes individual contribution and suggestions that will foster a greater degree of employee participation.
- Strive to simplify the administrative and regulatory process of the Agency, keeping within the intent of policy and legal consideration, to avoid employee confusion and unnecessary bureaucracy.
- When a final set of standards of excellence are developed, keep them in front of all employees and use these standards as a part of the employee evaluation criteria.
- Strive to instill a "sense of urgency" in employees at all organizational levels to include follow-up when the work product leaves their immediate office.



STAT

ADMINISTRATIVE INTERNAL USE ONLY

Employees of the Central Intelligence Agency should have as a standard of excellence a collective and individual goal of supporting and upholding the Constitution and Laws of the United States. The nature of our mission is to provide the best intelligence possible to officials who are responsible for establishing our laws and foreign policy. Each employee should strive to reach this goal by personally and individually demonstrating the highest level of performance, integrity and professionalism.

It is believed that this goal is attainable through our dedication to achieving the following objectives:

1. Seek to recapture the spirit of a unified "family" organization that recognizes people as truly its most valuable asset by
  - a. recognizing the individuality of each employee;
  - b. uniform application of our personnel policies;
  - c. equal treatment of all employees;
  - d. encouraging positive managerial styles rather than techniques which tend to intimidate or dehumanize employees;
  - e. assuring that credit is given for originality and creativity not siphoned off at higher levels;
  - f. encouraging and rewarding employees' bias for action;
2. All levels should strive to improve communications.
3. There should be a delegation of authority and a downward shifting of responsibility.
4. Accomplish each assignment with a sense of urgency and the highest degree of professionalism.
5. Improve employee morale through proper incentives and better management and employee relations.
6. Ensure that managers are selected on the basis of their ability to manage employees as well as for substantive knowledge.
7. Try to instill in our new employees a sense of belonging and a pride in their job regardless of their role.

Each person needs to be treated like an individual, as well as a group of people related in a component.

For the new EOD program: It needs to be shorten and condenced to about three days. Too many things were repeated. Also using pictures for the head people would be helpful so that new employees can reconize them.

=====

Recapture the spirt of a family agency -

STAT

Quality management

Working together as a team

Become the best, most-efficient Government Agency

Be proud to be an Agency employee

Strive for superior performance

Employ, train, and retain top-notch personnel

Promote professionalism

Better Management - establish "open lines" between supervisor and employee - CMO and employee

Better teamwork - too many employees are prone to "control" the office work.

Better communication - noticeable lack of communication of ideas, problems, etc.

The search of "excellence" begins where you are now. If now can be improved, then work product and quality are improved. Drive, initiative quality productivity begin with happy employees - Domino theory

Suggested this as a total office function as CB had no open discussion.

Real need for more office meetings to be better informed of C/A activities.

=====

GOALS

To ensure that adequate support is provided where and when necessary so that our purpose will be accomplished.

To recognize that Agency personnel are our most important asset.

Ensure that two-way communication among all levels of management is encouraged.

Ensure that managers are selected on the basis of their ability to manage employees as well as their ability to manage the work.

Ensure that employees are aware that Agency management is attempting to change the public perception that federal employees are second class citizens.

#### PURPOSE

To be able to quickly respond to the intelligence support needs of our Consumers with products and services that are based on the best technical and human resources available anywhere in the world, our individual and collective efforts are dedicated to achieving unparalleled supremacy in each task we undertake by fostering a bias for action in all of our employees for the benefit of our consumers.

#### ORGANIZATION

For each independent course of action undertaken by an individual or a group, a supporting course of action by an individual or group is required to provide cohesion to the efforts of the operating elements that make up the C.I.A. Each independent course of action will undertake to contribute to and make use of the role and performance of each supporting individual or group that will enable the C.I.A. to provide its consumers and employees with the best possible product or service.

#### ETHICS

Upholding the letter and spirit of the Constitution and laws of the United States is the personal responsibility of every member of the C.I.A. who supports or takes independent action on its behalf. The nature of our work requires that every member of the Agency make an individual effort to manifest integrity in performance and conduct that cannot be reproached in appearance or in substance.

**ADMINISTRATIVE - INTERNAL USE ONLY**

MEMORANDUM FOR: Chief, Contract & Allowances Division  
FROM: Chief, Contract Branch  
SUBJECT: Goals, Principles and Standards for CIA

The following is a summary of Statements of Goals, Principles & Standards for the Agency which were submitted by members of the Contract Branch:

- Produce top quality, independent, objective intelligence in an efficient, effective and timely manner.
- Hire and retain highly qualified and competent employees.
- Provide highly professional services in a timely manner to our customers.
- Insure that the Agency undertakes only those programs and activities authorized by its charter.
- Develop a community atmosphere which will give the employees a sense of belonging.
- Insure that employees are placed in positions relative to their background and interests.
- Develop lines of communication between Directorates, Managers and employees so that the overall mission of the Agency is understood and carried out.

Attached are the comments received from employees of the Contract Branch.

**ADMINISTRATIVE - INTERNAL USE ONLY**

GOAL: High quality of work

TO ACHIEVE GOAL::

If employee feels a commitment, a sense of belonging to the organization, the employee will more likely output high quality work

MEANS TO ACHIEVE GOAL:

develop a community atmosphere so the employee feels a sense of belonging

TO DEVELOP COMMUNITY ATMOSPHERE:

1. monthly directorate level newsletter listing information about coworkers achievements (promotions, awards, reassignments)
2. monthly directorate or component meetings similar to Office of Personnel-Personnel Officers Meetings
3. presentations from components describing their function in the Agency

I think the Agency will benefit greatly by recruiting more high school seniors. This will also help to keep seniors and other students from becoming dropouts or become involved in a lot of trouble. Most boys want to go into some type of military and I look at CIA as a similar type of military of its own, because we are trying to keep our world together as much as possible; by working here they can still serve their country plus have the option of traveling overseas.

To enhance the image of the Agency, may I suggest;

- 1/ Employment personnel maintain contact with prospective employees while under process; I am sure applicants take on other jobs due to the lack of communication.
- 2/ Place new employees in positions relative to their backgrounds or interests. Too often new employees are treated as "bulk" to fill vacancies. Contented employees produce! Discontented personnel complain to everyone.
- 3/ Present the Agency to colleges in an open above-board manner. Perhaps as an international F.B.I.; less of a "spook image". Emphasize a caring attitude with rewards particularly now that retirement has been done away with.

Advertise in professional magazines and journals.

**Page Denied**

Produce top-quality, independent, objective intelligence in an efficient, effective and timely manner for the President so that he can make sound decisions regarding national security matters.

In order for the Agency to produce excellent products, it should continue to hire and retain highly qualified and competent employees.

Provide highly professional services in a timely manner to our customers.

Insure that the Agency undertake only those programs and activities authorized under its charter.

When recruiting young people with brains, creativity, dedication, and drive, they don't need to have a college degree. There are many people without degrees that can tackle the same job a person with say a business degree can handle. So when looking for people, I think a degree is important, but if they don't have one don't disqualify them.

Recruit more from the little universities, and more from the mid-west. There are many qualified people there who don't know where to apply or can't make it to the next state's recruitment office.

GOAL OF THE AGENCY

TO PRODUCE ~~E~~ AND MAKE THE FINAL PRODUCT THE BEST POSSIBLE

WAYS

- A. MANAGER'S NEED TO HAVE "OPEN MINDS", WILLINGNESS TO TRY NEW IDEAS.
- B. MORE TRAINING OF PERSONNEL FROM WITHIN, BEFORE TAKING OTHER AVENUES
- C. GOOD COMMUNICATION SYSTEM FROM EMPLOYEES TO MANAGERS AND FROM MANAGERS TO EMPLOYEES
- D. GIVE FEEDBACK IN A TIMELY FASHION
- E. NEED TO MOTIVATE PEOPLE, GOALS NEED TO SET WITHIN OFFICES
- F. TYPES OF REWARDS AFTER GOALS ARE ACHIEVED.
- G. OPEN DOOR POLICY
- H. EMPLOYEES NEED TO KNOW THAT WERE ALL WORKING FOR THE COMMON GOOD OF THE AGENCY AND FOR WHAT IT STANDS FOR

8 February 1984

STAT

MEMORANDUM FOR: Deputy Director of Personnel for  
Special Programs

FROM:

Chief, Retirement Affairs Division

SUBJECT: Search for Excellence

1. The Retirement Affairs Division personnel met in small groups to discuss the Director's request to examine what we are about, what we want to encourage and how we can accomplish that excellence of performance. A summary of their finding follows:

Purpose: In addition to providing accurate, comprehensive intelligence support to a broad range of consumers, expand the statement to identify that this intelligence is vitally needed for U.S. policy decisions and that the Agency is also charged with undertaking operational activities to protect or further interests of the U.S. It was also suggested that an attempt be made to establish a national policy that will remove the Agency from the "political arena."

Organization: We must be confident that our organizational structure will efficiently channel our efforts toward our mission objectives and that coordination between components will be facilitated toward this end. The organization should live up to the standard of excellence; make optimum use of employee efforts and sacrifices. We must never reward opportunism, careerism, and lesser levels of integrity.

Ethics: Assure that in applying a policy that requires the highest degree of integrity in performance and conduct, that the policy is applied uniformly throughout all components of the Agency. The Director of Personnel can expand his presentation to new employees by emphasizing the fact that the Agency is concerned with ethics and integrity and expects all employees to adhere to a code of conduct. Giving actual examples of employees who were terminated--and stating the cause--should encourage the new employee to begin the career with the highest standards of excellence as their goals.

People: Set the highest standards for employment in CIA. This should be done by tougher screening and pretesting of prospective employees by all elements concerned, i.e., Personnel, Security, Medical. In this manner the Agency would be recruiting only "the best and brightest" and the standards of excellence would be in evidence in short order.

Diversity of personalities, interests, as well as abilities characterize any group of people or the personnel of any organization. The very nature

SUBJECT: Search for Excellence

of this deversity guarantees that the "chemistry" will not always be compatible between a given employee and his supervisor or other reviewing officer. Sufficient attention has not been given to this problem.

All employees must know and feel part of the product.

Open communication to encourage free flow of information from top to bottom allowing constructive criticism and recognition of ideas.

Fairness to all by setting standards and recognizing excellence in promotions, pay, assignments and training. Equal pay for equal work.

Provide the best equipment with training to use and supplies to do the best job.

Provide benefits to fit employee's needs.

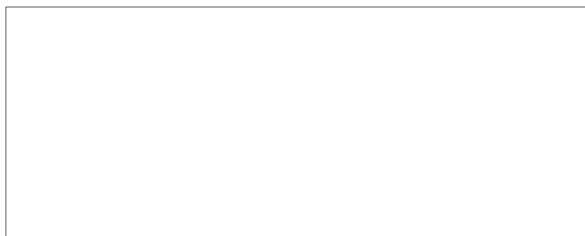
Management: Our overall management structure is excellent and while the general tone of management and supervision is of high quality, it is uneven. One manages "things" and instills initiative and creativity in "people."

Too often advancement has meant the need to assume management responsibilities. Regardless of their expertise in their speciality, all employees do not necessarily possess a managerial outlook which encourages creativity, independence of action or entrepreneurship. These people should not be placed into management roles, nor should they be denied access to promotions and rewards because they do not have the ability for or the interest in a management position.

As effective management training program must be incorporated into the career development of those employees targeted to become supervisors/managers long before the assignment takes place, rather than putting the supervisor in training courses after poor managerial practices have produced poor morale and negative attitudes between an employee and his supervisor or among all subordinates and the Agency.

2. Attached are statements of findings from all the groups in the Division. These findings will be further discussed at internal staff meetings within the Division.

Attachments




STAT

7 February 1984

MEMORANDUM FOR: Chief, Retirement Affairs Division

STAT

FROM:

  
Chief, Retirement Operations Branch

SUBJECT: In Search of Excellence

1. The Retirement Operations Branch personnel met in two groups to discuss the Director's request to consider the subject "In Search of Excellence." The following are the ingredients considered necessary to achieve "excellence."

- a. All employees must know and feel part of the product.
- b. High standards for employment.
- c. Open communications to encourage a free flow of information from top to bottom allowing constructive criticism and recognition of ideas.
- d. Encourage cooperation between offices.
- e. Benefits to fit the employee's needs and assist in the burden of carpools, babysitting and hours of work.
- f. Provide the best equipment and supplies with training.
- g. Fairness to all by setting standards and recognizing excellence in promotions, pay, assignments and training.
- h. Equal pay for equal work.
- i. Proper use of talent within the Agency.
- j. Identification and development of good managers, constantly stimulating them to prevent stagnation.
- k. Atmosphere to encourage employees to set own goals and values.
1. Mandatory management planning to prevent duplication of priorities building up.

2. Attached are statements of findings from both teams.

STAT

Attachments



### MANAGEMENT OBJECTIVES

1. Identify and develop managers who inhance rather than stifle the organization.
2. Acknowledge and replace managers who have become ineffective. Low productivity and low morale in offices should be dealt with rather than ignored.
3. Poor management results in loss of creativity/innovation as well as low productivity and low morale.
4. Excellence should be set by the top. The standards for the whole Agency should be set from top to bottom, not the other way around.

### PERSONEL OBJECTIVES

1. Employees must be proud of their accomplishments. This means receiving recognition for extra efforts and at least verbal appreciation for performing their jobs in a competent manner.
2. Identify and develop personnel resources from within, rather than trying to fill in from outside. This includes coordinating with other components such as PSS in evaluating internal resources.
3. Career development should extend to all personnel, not just a select few. Lack of interest in an employee's career development by those responsible for assignments, promotions, etc., generates dissatisfaction and indifference in the employee.
4. Employees should be encouraged to take the initiative in support of set values. They should be allowed to set their own paths and feel as if the tasks and outcomes are their own.
5. Development of standards for promotions should be uniform.
6. Employees should be promoted to the grade of the job in which they are performing when they are put in the job, rather than have to wait months or years for the grade. Immediate payment for services rendered should be established.

### TRAINING

1. Training should be encouraged at all levels. Too often personnel are being handicapped early in their careers because they are not granted access to career enhancing training by superiors who do not like releasing their employees.

2. Training should be available to an employee regardless of whether it is related to the current job. Training should give an overall knowledge of the Agency's mission and objectives, and stimulate individual growth.

GENERAL

STAT

2. Lack of overall planning results in too many tasks becoming priority items, which results in errors or a shoddy product.
3. Management conflicts should be resolved before the task is given to subordinates. It is frustrating to do the job and have to turn around and do it all over because the next person in line has set different criteria. The task performers should be aware of the criteria before the task is assigned.
4. Comprehensive coordination should be established between and among those components who must interact closely in order to complete their individual objectives.
5. More informal communications networks should be developed.
6. In lieu of authoritarian organization, have overall objectives, clearly agreed upon, and provide people freedom to work toward these goals in ways they determine best for their own areas of responsibility.

## SEARCH FOR EXCELLENCE

Everyone in our group was in agreement that hiring the best people possible was the number one criterion. Having worked in Staff\*Personnel, I know that the Agency does a good job in meeting this most difficult task which is made even harder by the high standards set for recruitment and hiring.

The most criticism was leveled on Management. We came up with the following recommendations which we feel would increase production and morale in the Agency:

1. Communication -
  - (a) More dialogue between management and employees. ~~Expliciting~~ Informing employees of changes being made and the reason for the changes.
  - (b) More consideration for employees by Management on individual problems; i.e., flexible work hours to enable employees with children to work out baby sitting problems and also with forming car pools to save money.
  - (c) Encourage employees in staff meetings to express their concerns or complaints.
  - (d) Better cooperation between offices.
2. Equipment - Provide employees with updated office equipment and see that it is properly maintained.
3. Fairness in all aspects -
  - (a) Reassignments
  - (b) Promotions (employees should be promoted within their office whenever possible rather than bringing in a new person.
  - (c) Training - Too many employees are placed in positions without proper training and left to learn on their own.

(d) Discrimination - Some people felt that the Agency still discriminates against women, age, and minorities.

(e) Equal pay for equal work.

4. Make use of the talents and expertise available within the Agency instead of using outside consultants for special jobs or problem solving.
5. Latitude to make an honest mistake. Constructive criticism, not destructive. Try new suggestions.

Purpose: Make every attempt to establish a national policy that will remove the Agency from the "political arena," so that its purpose may be achieved with a consistent policy in the collection and analysis of intelligence.

Organization: Constantly strive to enhance the public image of the Agency by interfacing when possible, and without detriment to covert activities, with Universities, industry and the community.

Encourage the perception by our own employees, other organizations and the public at large that the CIA is a "very special" organization by reason of its mission and the quality of its employees.

Ethics: Assure that in applying a policy that requires the highest degree of integrity in performance and conduct, that the policy is applied uniformly throughout all components of the Agency, and that cases of dismissal are given fair and equitable treatment.

Management  
People:

Make every attempt to eliminate unnecessary bureaucracy by delegating responsibility and encouraging initiative and the imaginative participation of all employees.

Make every attempt to eliminate the barriers that often exist in the effective utilization of manpower across Directorate lines.

Establish and develop a program that is directed toward the retention of good employees, who have indicated their intentions of leaving the Agency.

Strive for an effective recruiting program that will enable us to engage in the selective recruiting required to maintain the quality of personnel expected and required to carry out the mission of CIA.

Purpose: "To provide accurate, comprehensive intelligence support to a broad range of consumers" does not fully describe the purpose of the Agency. In addition, it is charged with undertaking operational activities to protect or further the interests of the U.S. The statement as it presently reads makes it sound as though the purpose of the organization is only to produce various intelligence studies of "support." It does not fully encompass the purpose for which the organization was created.

Management: Layers of line management need to be kept to a minimum. The question arises as to why top management is so detached that it needs a "Weekly" to keep itself informed of what is happening in the various divisions, branches and offices. Weekly publications of this type tend to become a significant driving force for a week's activities. It results in the "artificial production" of items generated because something needs to be written every week. A quarterly report would be more honest, provide a comprehensive overview of pertinent activities, and save labor for more important activities.

Too often advancement has meant the need to assume management responsibilities. Administrative, financial, and scientific technicians and specialists do not necessarily possess a managerial outlook which encourages creativity, independence of action or entrepreneurship. These people should not be placed into management roles. At the same time they should not be denied access to promotions and rewards because they do not have the ability for or the interest in a management position.

People: Diversity of personalities, interests, as well as abilities characterize any group of people or the personnel of any organization. The very nature of this diversity guarantees that the "chemistry" will not always be compatible between a given employee and his supervisor or other reviewing officer. Sufficient attention has not been given to this problem. Too frequently it has meant the loss of personnel whose talents might have been productively employed elsewhere within the organization.

Work burnout is a problem that results in a significant drop in productivity and all but destroys an individual's "bias for action." This can be particularly true among the personnel in the analytical components of the Agency. This subject needs to be explored for possible solutions as well as the barriers, stated or otherwise, which exist to the possibilities for personnel transfers within a given directorate or between directorates.

MISSION: Our mission is to collect, process and disseminate intelligence needed for foreign policy decisions, directly related to current requirements rather than to ease of access. It must be fast, on target, and right. The survival of our nation may depend on it.

ETHICS/INTEGRITY: Because we are here we must be the best, and get better. Personal desire, and personal gain, must always take second place to our mission. We have a proud heritage stemming from the patriotism and self sacrifice of World War II, the OSS, and the common objectives of that period. This must take precedence over the "I'm first" philosophy of more recent years. We must hold ourselves accountable for this philosophy - from top to bottom. Older, more responsible personnel must set the example for newer generations, and train them.

ORGANIZATION: We must be able to be confident that our organization will live up to the standards it expects of its employees; that it will make optimum use of our efforts and sacrifices; and that if we are not to see tangible reward for each endeavor, others will not be rewarded for showing less integrity and sense of mission. We must never reward opportunism, careerism and lesser levels of integrity.

STAT

We must be confident that our organizational structure will efficiently channel our efforts toward our mission objective, and that coordination between components will be facilitated to this end.

#### SOME SPECIFICS:

1. RECRUITMENT: [ ] of OPM, legitimizes the curtailment of salary increases in the government, and the dismantling of the retirement system, on the basis that there are 10 applicants for every government position. It may be that 90% of these applicants are not qualified or suitable for the positions to which they aspire. The Agency is proud of the fact that we interview only one-tenth of interested persons, and hire only one tenth of those interviewed. We must be certain that we do not dissipate our time and energy winnowing through hundreds of thousands of persons who have little chance of being qualified or suitable, at the expense of directly targetting categories of qualified personnel through controlled channels of access. We must also be certain that bulk processing of useless paper does not produce a time lag which allows persons with high priority skills to slip through our fingers.

2. PROBATION: We are loosing talented people at the end of the three year probational period because of errors in personal or professional behaviour. We must somehow get across to these people that we mean what we say about standards of conduct which are abnormally high relative to other employers. Some sort of impersonal frequent reminders or low keyed publicity in-house publicity may be in order. Professional lapses in judgement may be resulting, in some cases, from incentives to compete and to excell before one has gained necessary experience or operational knowledge about possible hazards. We must impress on young officers, along with the desirability of initiative and aggressive approach to operations, the need to check with a supervisor or experience officer, if only to cover themselves. We must also be sure that young officers, whose professional behaviour is judged by others outside their area of speciality, be afforded counselling by their professional peers before the case becomes so set in administrative concrete that we cannot back away from it gracefully.

STAT

**Page Denied**

6 February 1984

The Need For A Positive Image First From Within

A healthy working environment is not always created by rewarding an excellent performance through the combination of promotion and reassignment to a supervisory/management position. An employee though technically astute in his given field of endeavor may not necessarily possess qualities needed to supervise/manage individuals. The employee is not always comfortable or willing to evaluate, inspire, cultivate or accept the young "comer" because he is threatened by that talent and afraid of losing his position of authority. The actions of this supervisor/manager play a large part in whether that young employee forms a positive or negative attitude toward the Agency during his three year trial period. An objective should be to choose employees for such positions who are willing and able to relate to all people, to flame rather than stifle new creative ideas, provide appropriate training and utilize the talents and abilities to enhance as well as improve methods of operation thus retaining that talent for the overall good of the Agency. An effective management training program must be incorporated into the career development of those employees targeted to become supervisors/managers long before the assignment takes place, rather than putting the supervisor in training courses after poor managerial practices have produced "zero" morale plus negative attitudes between an employee and his supervisor or among all subordinates and the Agency. A healthy working environment breeds productive motivated employees--a positive Agency image.

STAT

## Goals for Excellance

### Recruitment

Set higher standards for employment in CIA. This should be done by the recruiters through "tougher" pre-testing of prospective employees. The Office of Security should also have a hand in some form of pre-testing prior to proceeding with the lengthy security investigation. ~~XXXXX~~ This way CIA would be recruiting only "the best and the brightest." Thus standards of excellance would be ~~the xxxxxx~~ in evidence frequently.

### EOD Presentation

D/Pers should expand his presentation to new employees by emphasizing the fact that CIA is concerned with ethics and integrity and expects all their employees to adhere to a code of conduct. He should, at this time, give actual examples of employees who were fired - stating the cause. Should also encourage the employee to set a standard of excellance at the beginning of their career and continue this standard until retirement.

### Reward for Excellance

All grade levels should be included in a Merit Pay Program which encourages outstanding performances. The reward for such performance would be in the form of money, outside training courses, scholarships, or a QSI.

### Training Programs

Should be made mandatory. Used to update unused skills, to bring employee up to standards of their peers, and to reinforce current skills. Through appropriate training for all employee one could develop an outstanding group of employees. All CMOs should be held responsible for preparing a developmental program for all employees.

1. I was aware from the beginning when I talked to a recruiter about the high standards of excellency expected from every individual that became a part of the Agency...to me your first insight into the intelligence field via a recruiter is a lasting one and very important.
  2. To maintain a standard of excellency within the Agency each employee must have the opportunity to grow, learn and be fulfilled with one's accomplishments. I feel the job assignment (expecially the first with the Agency) should be screened very closely to the individual in order to give them the incentive to better their performance and skills.
- The Agency is very unique and one must have proper guidance and time to adjust to this uniqueness. Fortunately, I have always had a supervisor who has explained the mistakes, advised, taught and directed me to a degree of higher and better excellency to serve this Agency. I believe this is so important to maintain a productive workload and to increase your capacity as an excellent employee.

ROUTING AND TRANSMITTAL SLIP		Date
		7 Feb 84
TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. DD/Pers/SP		
2.		
3.		
4.		
5.		
Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

**REMARKS**

Attached are my comments regarding the "Statement of Goals, Principles, and Standards for CIA."

Also attached are the contributions received from the branches of this Division which were produced from small group meetings within the branches.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, similar actions

FROM	Room No.—Bldg.
C/BSD	

5041-102

☆ GPO : 1983 O - 381-529 (301)

OPTIONAL FORM 41 (Rev. 7-76)  
Prescribed by GSA  
FPMR (41 CFR) 101-11.206

STAT

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The statement clearly defines the Agency's purpose and how it is to achieve it. One way to improve it, however, might be to incorporate statements of personal involvement in the process. They could be inserted as corollaries following each major heading. The title could be modified to read: Statement of Goals, Principles, and Standards for CIA and Its Employees. The following additions are suggested:

#### P U R P O S E

As an employee of CIA, I will be conscious of this Agency's purpose and dedicate my efforts toward a fulfillment of that purpose in whatever role I am assigned.

#### O R G A N I Z A T I O N

As an employee of CIA, I will recognize the interdependence of its operating elements and will work to foster their mutual support.

#### E T H I C S

As an employee of CIA, I have been granted the highest public trust. I will respect that trust at all times through exemplary conduct and the highest integrity both on and off the job.

#### P E O P L E   A N D   M A N A G E M E N T

As an employee of CIA, I will make the most of every opportunity afforded me for my personal development and recognize each opportunity as a means not only to further my own position but also to increase my value to the Agency.

ATTACHMENT

Chief, Insurance Branch  
C/BSD/OP

STAT

As a manager the most important thing this exercise has done for me is to make me realize the diversity of the people, who are our greatest resource. In reading what my people had written, I concluded that, in striving for excellence, it may be the little things that matter and not the big. To achieve excellence in this Agency, we must make every human puzzle piece, no matter how tiny, feel equally important as every other puzzle piece in making the final picture become a masterpiece.

Purpose: To produce the most comprehensive, factual, and objective analysis of events and potential events affecting our national security, available anywhere, and, when specifically directed by the President, to serve as an active agency of American foreign policy.

To achieve this:

Management must develop an organizational structure and mentality sufficiently flexible to harness, combine and, when necessary, rapidly redirect all human and equipment resources needed to accomplish any given task.

Management must recruit and select the best trained and most highly skilled employees needed for any task, bearing in mind that "availability" alone should not be the determining factor. Our benefit and salary structure and our training opportunities must be as much state of the art as our equipment and technology in attracting, developing and retaining the best employees from the entire country.

Management must communicate to employees a commonness of purpose by all actions taken, reinforcing the idea that all employees are equally important elements in achieving the Agency's goal.

All employees are responsible for creating an atmosphere of cooperation and open communication. Employees will participate in problem solving decisions of their work and be held responsible for the results of those decisions. Recognition for accomplishments is a right of employees and a responsibility of management.

All employees must recognize that achieving excellence may bring less compartmentation rather than more. This carries with it personal moral, ethical, and patriotic responsibilities that cannot be avoided. It also carries vast opportunities for creative contributions otherwise unachievable.

GROUP 1

Maintain our strong government leadership by instilling camaraderie through communication between managers and work force; by more efficient use of work force's training and skills and by setting and maintaining examples of excellence by managers.

GROUP 2

STAT

- ° Incentives for those who support the SIS'ers, i.e. lower grades
- ° Spend more money to upgrade the support facilities.
- ° Emphasize in strides for perfection.
- ° Strides in dedication.
- ° Stress that people are the greatest assets.
- ° Economic incentives.

GROUP 3

AUTOMATION:

Computerize and update systems and offices for faster access to information.

BETTER PAY:

Pay the people for their expertise to keep a quality staff instead of losing them to higher paying companies.

BENEFITS:

Keep the benefits that are already offered and possibly add more. Keep retirement plan instead of social security.

TRAINING:

Offer and allow employees to take training courses to apply the skills towards agency work.

MORE SPACE:

Expand the offices and the buildings. Have everyone located together. Expand parking.

TIGHTER PHYSICAL SECURITY:

More security for protecting the buildings as well as the people overseas.

Group 4

- performance of the highest quality; recognition for a good job even at the lowest level. (ex. certificate of excellence yearly)
- development of outstanding skills, confidence, and personal resources in our people; utilization of people's skills, open communication & more feed back. (ex. employee to supervisor and visa versa).
- utilization of the most effective technologies; having up-to-date equipment. (ex. Wang, etc.)

Group 5

The Agency can best maintain its quality by recruiting better quality people, putting them into well suited jobs and developing their potential to the fullest. All grade levels should be encouraged through rewards and acknowledgements.

TEAM:

STAT

STANDARDS OF EXCELLENCE

PURPOSE: - No changes

ORGANIZATION: No changes

ETHICS: Tighten security. Individual offices should assign one individual to brief new employees on all aspects of security.

STAT

PEOPLE: More extensive and rigid testing on general intelligence in order to provide substantial quality of work. For example, increase the number of words and reduce the amount of errors in typing in addition to setting up and typing memos including the setting of margin and spaces.

Hire employees for their ability by placing the employee into a job related to his ability.

Discontinue rotation and reassignment allowing specializing which would provide quality work from employees who know their job well.

The standards of promotion vary drastically from Office to Office and Directorate to Directorate which leads to low morale.

Office management should respect the integrity of their employees and only subject the abusers with the necessary discipline.

Trial period of three years should be extended for the full time of employment with intermittent polygraphs to insure that our employees are as still dedicated.

When a new job is reviewed with employee have management state the functions of the job by reviewing thoroughly and accepting a commitment from the employee.

MANAGEMENT: This statement works for offices which have the flexibility and time to be creative.

MEASURE OF RESULTS: CIA can measure the results when the employees are happy in his job and support is given to the individual by his fellow employees. Production would be more effective with updated technology and equipment to show the results.

- GOVERNMENTAL CONTROLS RESTRICT THESE ACCOMPLISHMENTS -

STAT

TEAM:

STANDARDS OF EXCELLENCE

- Effective upward and downward communications
- Awareness of how individual/unit goals fit in with final Agency goal
- Recognition of individual/unit accomplishments
- Instill loyalty and pride in work with importance of security and cover considerations being stressed
- Internal reinforcement of positive side of job in the CIA versus "bad guy" image given through the news media, etc.
- Flexibility and versatility in changing and adapting to new needs and methods re personnel benefits, technical upgrading, work requirements, etc.
- Utilize human resources to the utmost and insure continuation of knowledge and technical skills so that it will not be necessary to rehire retirees.

STAT

## P U R P O S E

To also provide a comprehensive and effective service to all Agency personnel that does not conflict with the main objective of providing intelligence support to the consumers.

## O R G A N I Z A T I O N

To set up complete guidelines of what each department's functions and purposes are to enable everyone to interact more effectively and efficiently.

## E T H I C S

To strengthen the integrity of each employee by enforcing the regulations set forth by security and the Constitution by means of reprimanding the "wrongs" of anyone and rewarding the "rights." Example is if an employee consistently breaks the rules he/she should be reprimanded and if necessary - dismissed, but if an employee shows an outstanding performance of consciousness with regard to security, etc., he/she should be identified and praised for a job well done.

## P E O P L E

To recognize constructive "feedback" sessions on everyone (including supervisors from their staff) would foster better working conditions and relations in the office.

## M A N A G E M E N T

To encourage uniform agreements on hours, leave, overtime, etc. for the entire Agency, not individual offices. To remember employees are adults and should recognize an employee who works on a special project through his/her lunch hour, by giving an extra hour or excusing a lateness at another time. To be flexible with "good" employees not babysitters. Management personnel should be required to attend more workshops within and out of the Agency to improve their supervisory skills and "keep up with the times."

M E A S U R E   O F   R E S U L T S

To encourage the best possible quality of work that can be achieved and not necessarily the largest quantity.

TEAM :

STAT

- Interaction between components with least amount of paperwork
- Training education should be encouraged, with results being to do jobs quickly and efficiently.

6 February 1984

STAT

MEMORANDUM FOR: Chief, Benefits and Services Division

FROM:

Chief, Central Processing Branch

SUBJECT: Ideas Pertaining to Goals, Principals and Standards for CIA

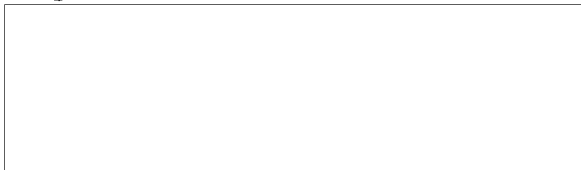
1. Central Processing Branch's response to the Director's request may have been approached in a somewhat different manner than most. More on a "How would you do things differently to bring about improvement?" rather than a direct request for the improved statement of goals, principles and standards. Although on the surface this does not appear to conform with what is now assumed to be the guideline for the reply I feel that they do conform with one part of his speech which states that he wants "a broad examination of what we are about, what it is we want to foster and encourage and what kind of things we can do to accomplish that." Some statements are too precise applying too much to specifics, however, the bulk give an indication of what we are about and reflect definite problems concerning morale, management and communication.

2. As seen from these employees point of view there is the lack of communication, advance planning and cooperation so needed between the operating and supporting elements which, as defined under "Organization" are so critically dependent on one another to support their individual and joint activities. Perhaps "Organization" should be more clearly defined to emphasize and make clear there is no dividing line between the so called operating components which appear to consider themselves as separate and special and the supporting components. They must all be considered as one in the total effort to accomplish the Agency's mission.

3. Other comments reflect varying views on the handling of people i.e. are they given proper opportunities, communication between managers and employees, adherence to employee ideas, employee morale, do managers lead by inspiration, leadership, performance or in some cases intimidation, etc. Maybe the standards applying to "People" should more closely define not only the qualities of the people but those amenities and privileges which should be provided to the people by the Agency, thereby enabling the employee to feel more a part of the overall function of the Agency.

4. There are comments concerning recruitment, various personnel policies, job assignments, etc. all of which seem to fall under the management category. Here again we find questions concerning lack of communication, lack of adherence to employee ideas, questionable policies, methods of management, improper utilization of personnel, etc. Perhaps, rather than the current general statement under "Management" there should be well defined goals which would stipulate objectives such as policy formulation, communication standards, management methods, etc.

5. It is assumed that because of the limited exposure of CPB employees to overall Agency operations and their related functions and perhaps also due to the limited response time, little was commented on concerning "Purpose, Ethics or Measure of Results." Foremost in our minds were factors applicable to Organization, People and Management.



STAT .

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IDEAS FOR THE DIRECTOR:

PLACE PEOPLE IN JOBS THAT WILL DEVELOP AND UTILIZE THEIR SKILLS.

ENCOURAGE CROSS TRAINING IN OFFICES IN ORDER TO EFFECT SMOOTH  
TRANSITION PERIODS CAUSED BY VACATIONS OR CHANGES IN ASSIGNMENT.

EXERCISE EXTREME CARE WHEN PLACING CANDIDATES IN MANAGEMENT  
POSITIONS. BE SURE THEY HAVE THE OPENMINDEDNESS NEEDED TO

EXERCISE THE "POWER" THEY WIELD.

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SUGGESTIONS PERTAINING TO THE DIRECTOR'S SPEECH

1. Place personnel in jobs suited to their interests, background, and education.
2. If an employee chooses not to accept a certain position, don't put pressure on them by telling him it will hurt his career. This is no incentive.
3. Give credit where credit is due. Tell your staff they are doing a good job. A pat on the back never hurt anyone.

**Page Denied**

PAB STAFF COMMENTS CONCERNING STANDARDS OF EXCELLENCE FOR THE AGENCY - 3 February 1984

The goal of being the best intelligence service in the world encompasses standards of excellence in many areas that are absolutely essential if the goal is to be met or continued. We believe CIA is the best intelligence service in the world. We believe we have outstanding employees who produce excellent results. In order to continue to be the best, the following suggestions from the staff of <sup>a/e</sup> PAB is submitted:

Increased productivity through the use of state-of-the-art technology.

Increased one on one interfacing among top level management and employees for a better understanding of where management fits in the chain of command.

Knowledgeable employees in positions of management and/or authority. Employees able to respond quickly to various requests for information.

Continuous trend towards elimination of paper work by machine automation.

More communication between personnel.

Customer Service - Be gracious and display good manners to all people, especially in telephone contact. Even though you may not be able to help someone, they will have a good impression of the Agency and its employees.

Job Goals - Stress exactly what the job entails, what is required to accomplish it, and benefits derived.

Job Recruitment - Tell it like it is, no sugar coating. Straight forward talk on the Agency, its achievements along with its failures, what it hopes to accomplish, and reason for its existence. What the person can expect from the Agency, in terms of career satisfaction and attainment. STAT

**Page Denied**

PAB CHIEF, COMMENTS CONCERNING STANDARDS OF EXCELLENCE FOR THE AGENCY - 6 February 1984

To increase and then maintain a higher standards of excellence I believe there are several basic actions that must be taken. The image and visibility of the Agency should be better advertised. We should harold our successes and make our presence better known and better accepted. Many with excellent credentials fail to recognize CIA as an employment opportunity. A solid public relations effort should be undertaken and maintained. Thus attacking those with greater capability. When they achieve give public recognition if possible.

When an employee is hired they must be properly placed. Not infrequently a new hire accepts as assignment only to find later they would prefer and be better suited for some other job. At that point the hiring component and the requested component should get together for the common interest of the Agency and the employee. As appropriate a reassignment should be made. If the reassignment would be to a higher grade position the individual should be given the grade immediately, even if two or three grades, and not asked to go through each grade a year at a time.

Greater attention should be given to training. Especially is this true in the training of supervisors and managers. Simply because a person is in a supervisory position does not mean they understand supervision. People must be taught what to look for, how to determine an acceptable performance level, when to get themselves involved and when not to, etc.. Each employee should receive some training at a minimum of once every two years and more often if able. At a minimum the training could be in the form of a refresher course in specific skills or a one or two week familiarization assignment to a different component but one with which the employee has on going contact.

While there is a great deal that we cannot know about one anothers jobs there is also a great deal that we can and should know but do not know. An example: A

**Page Denied**

**ROUTING AND TRANSMITTAL SLIP**

Date

3 February 1984

**TO:** (Name, office symbol, room number,  
building, Agency/Post)

Initials

Date

1. C/BSD

2.

3.

4.

5.

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

**REMARKS**

Bill,

Attached are my efforts, keyed to the draft statement, pursuant to the DCI's request. [ ] both tell me they have no input. [ ] is currently in training (the 2 day computer course) but has advised she will think about it over the weekend and submit anything she comes up with on Monday.

STAT  
STAT

STAT

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**FROM:** (Name, org. symbol, Agency/Post)

Room No.—Bldg.

C/IAB

1D 70 Headquarters

Phone N [ ]

5041-102

OPTIONAL FORM 41 (Rev. 7-76)

Prescribed by GSA  
FPMR (41 CFR) 101-11.206

STAT

Taking the DCI at his word that he requires "critiquing and improving" the draft statement which we were furnished, I offer the following comments:

Purpose: A statement should be added to show that the intelligence support which we provide to senior officials should be as nearly objective as we can possible make it and not tailored to fit any preconceived political notions or constraints. "Our intelligence support which is provided to senior officials will be as nearly objective as we can make it and to the greatest extent possible, will not be influenced by political or other extraneous influences."

Ethics: Line 3. Add to "must be aware of and sensitive to the letter and spirit of this legal and moral context, ...." Otherwise I think the emphasis is too legalistic and could give the impression that legal are the only constraints under which we should be working.

People: Add the following after the second sentence.... "and personal growth," "1. Since the Agency continually strives to employ and retain only those employees of highest quality and ability we must encourage the departure of those who for whatever reasons, cannot or will not achieve and maintain these high standards." Skills and abilities are recognized and fostered thru 2. a system of recognition and awards as well as via training, assignments and travel; etc. Add end of para: 3. In the selection and retention of personnel we must ensure that even tho highest standards of security must be constantly maintained, we do not seek only the bland conformist and thus rule out the bright nonconformist or unconventional individual.

Measure of Results: Drop the entire paragraph and substitute the following: "Since in the conduct of the public business we have no "bottom line" profit or loss statement, the measure of our success or failure in the accomplishment of our responsibilities lies in the standards imposed on us by the President, other senior officials and members of Congress. The ultimate judgements can only come eventually and are those of the American people and of history itself."

STAT

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~~Administrative - Internal Use Only~~

01 February 1984

MEMORANDUM FOR:

[REDACTED] C/BSD

STAT

FROM:

[REDACTED] Coordinator, FELO

SUBJECT:

Statement of Goals, Principles and Standards for CIA

STAT

Per your request [REDACTED] and I have reviewed subject statement which indeed is excellent. However, the one important aspect that I believe is overlooked in the statement of goals, principals and standards for CIA is its committment in return to provide the best quality of life for its employees (and dependents) in recognition of the expected excellence of performance (not only from the professional aspects but the personal as well). (U)

~~Administrative - Internal Use Only~~

6 February 1984

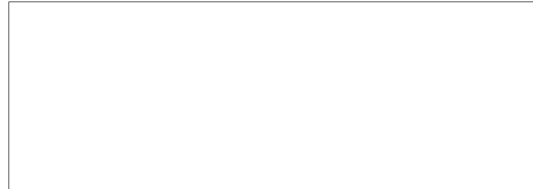
STAT

MEMORANDUM FOR: Chief/ Benefits and Services Division

FROM :  Coordinator, E.A.A.

SUBJECT : In Search of Excellence Proposal

Greater excellence could be obtained through inter-training within the operating divisions. Employees would have a better idea where their next upward move could be, and would be familiar with the purpose and function of areas other than their own. This training could be accomplished with two or three half-days per year.



STAT

6 February 1984

MEMO TO: EAA Coordinator  
FROM: Assistant EAA Coordinator  
SUBJECT: Athletic Aims of EAA (Agency Excellence Proposal)

One aim of this office is to promote and provide better sports programs for our people.

We are attempting to develop an even closer working relationship with the local recreation departments to insure adequate fields and playing areas for our sports leagues.

An important corollary to this effort is to instill in our people the view that when playing in county areas, they are representatives of the Agency and should conduct themselves in a manner to reflect credit on the Agency.

We are looking for capable people as instructors for various individual sports programs, such as tennis and golf.

Another aim is to improve and maintain the quality of our athletic officials with clinics and demonstrations by knowledgeable experts in the various sports.

When our athletic field is rebuilt, we should arrange for regular yearly spring maintenance programs with a responsible contractor to insure our field is maintained at the same standard as the local park authority field.

STAT

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**ROUTING AND TRANSMITTAL SLIP****Date**

6 February 1984

**TO:** (Name, office symbol, room number,  
building, Agency/Post)**Initials****Date**

1. Chief, BSD

2.

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Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

**REMARKS**

Bill:

There is nothing new here, but we are at a loss to come up with anything that has not already been said in some fashion.



STAT

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Room No.—Bldg.

Chief, Protocol Branch

Phone No.

5041-102

**OPTIONAL FORM 41 (Rev. 7-76)**

☆ GPO : 1983 O - 381-529 (301)

Prescribed by GSA  
FPMR (41 CFR) 101-11.206

## STATEMENT OF AGENCY GOALS AND PRINCIPLES

The Agency is a service organization that stands ready to assist customers within the United States Government

STAT

Each request for assistance should be accepted by Agency employees positively, with careful consideration of the Agency's ability to fulfill the action requested, even in the face of seemingly impossible tasks. Each Agency employee will respond courteously, efficiently, and promptly.

STAT

The Agency's employees are its greatest assets. Agency management, having recruited the brightest and the best from around our country, must strive to retain these employees. Managers will ensure that employees are compensated fairly and equitably. Managers will treat all subordinates as they would wish to be treated themselves. Managers will strive to keep subordinates enthusiastic about their work. A gung-ho attitude is infectious and contributes to the effectiveness, health and happiness of all employees.

Agency management will increase efforts to seek out and hire qualified members of minority groups.

STAT

Agency managers, by their example and counsel, will instill in subordinates a commitment to ethical and honorable service and a sense of pride in doing the best job possible.

Employment

## ROUTING AND TRANSMITTAL SLIP

Date

TO: (Name, office symbol, room number,  
building, Agency/Post)

Initials

Date

EO/OP

✓

2/10

2.

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Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

## REMARKS

Bob,

DD/E came up with input which resulted in what I believe to be two statements worth providing to you. Hope this satisfies the requirement.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

A/DD/G

Phone No.

5041-102

OPTIONAL FORM 41 (Rev. 7-76)

Prescribed by GSA  
FPMR (41 CFR) 101-11.206

\* GPO : 1981 O - 361-529 (148)

STAT

10 FEB 1984

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose: To provide accurate, timely, and comprehensive intelligence free of preconceived bias and political expediency to our customers. No matter what our job or task, our individual and collective efforts are directed toward this end.

Organization: The CIA is made up of many different operating elements--each of which depends on the other to support our individual and collective efforts. No matter what the contribution, this effort is respected.

Ethics: The Constitution and laws of the U.S. govern our activities. Each employee must be keenly aware of the national trust placed in us, and manifest the highest degree of honesty, objectivity, and integrity in our performance and conduct.

People: Our employees are the measure of our strength. We depend on our people to maintain and improve the quality of our product. In return, the organization will recognize our efforts, foster intellectual growth, and stimulate the advancement of our skills and talents.

Management: The organization's humanistic approach and thrust is to allow each individual the greatest freedom of action in meeting our goals. We foster creativity and inventiveness but are ever aware that our work must be produced in the most efficient, effective, and useful form. Managers are selected for their ability to inspire their people, set examples, and achieve objectives.

Measure of Results: The measure of our success depends upon how the President, the Congress, and the general public evaluate our intelligence contribution. To attain results, management has the responsibility to set goals, interpret these goals to the employee, and ensure the employee carries them out. This is not to say that all direction must be from top to bottom. Each employee is encouraged to provoke, stimulate, and question where a better solution is possible.

Standards: In all we do, we seek:

- the highest quality of performance and product
- the highest order of integrity and ethical consideration
- the maximum development of our human resources--our people--  
at home, abroad; staff, contract personnel; dependents and  
associates; assets and collaborators
- the maximum utilization of the most effective technology  
and method
- the sustained potential to meet any challenge
- the acknowledgement and satisfaction that we are the best  
intelligence source in the world.

9 February 1984

## GOALS, PRINCIPLES, AND STANDARDS FOR THE CIA

### Purpose

Our primary purpose as an Agency is, through scrupulous objectivity, to give adequate warning to the President and his principal foreign-policy advisers of future foreign events that could have significant implications for US interests, both foreign and domestic. Failure in our warning mission cannot be offset by even exceptional performance of our secondary responsibility which is to provide accurate, comprehensive intelligence support to a broad range of consumers in a timely fashion and in a form to be of greatest utility.

### People

The organization, to be most effective, must be comprised not only of highly trained and broadly experienced people of great integrity and loyalty but, equally important, of diverse backgrounds. It is in the diversity of training, experience, and outlook that the Agency will find enduring strength, vitality, and truth - in management, in our intelligence product, and in the public image the Agency projects.

Without putting ourselves above the law or alienating the Congress or the public, the Agency should encourage the notion, both within and without the organization, that we are an elite group. If we are to attract and retain the best employees, we must have credible claim to being the best.

### Ethics

The ethics that guide the personal and professional conduct of the people who make up the Agency must stem not from obeisance to any written code, however esteemed its origins, but from the personal unwritten code of behavior, values, and integrity the employee brings to the Agency. Ethics cannot be legislated by enactment of a code. They can and should, however, be visibly demonstrated and documented to bear witness, both for employees and for the public at large, to the Agency's standards of ethics.

Management

Our common aim must be to foster and sustain at all levels of management a positive, creative work environment which welcomes new ideas and facilitates changes that improve our performance. No other goal will have as dramatic and powerful an effect on the quality and substance of our performance.

Measure of Results

Consumer satisfaction in our intelligence product is the principal standard of the Agency's success, but for those employees only indirectly responsible for the end product the standard is personal awareness of the value to the organization of each individual's labors.

2/8/84

There is very little that I could add to what has already been said by the Director and the objective and standards he has outlined. "Excellence" in whatever you do is the prevailing theme throughout the papers and this is the message that we should strive to instill in our employees--if we can accomplish this then our task becomes so much easier.

We provide a service both to the applicants and employers throughout the Agency and our goal should to make this service the highest quality we are capable of providing.

2/8/84


C/DIV/II

There is very little that I could add to what has already been stated in the Director's message and the principles and standards adopted by the successful companies mentioned. I'm a strong believer in "that if you try to do your very best in whatever task you undertake"

There is very little I could add to what has been put forth by the Director insofar as objectives and standards. I'm a strong believer in the standards adopted by the selected companies mentioned in these papers and if we could get everyone to adopt the "excellence in performance" theme in each of their undertakings, our world would be a better place to work in. As a service organization we should strive to provide all of our customers, applicants and employees throughout the Agency the highest quality service available.

2 Feb. 1984

STAT



Bob, you asked for my contribution, if any, the the attached. After reading ~~it~~ it and thinking about it (and being tempted to put ~~something~~ something in about job security and other employee benefits), I came to the conclusion that it's pretty good as is (the proposed Agency statement of goals, etc, etc.)

About the only thing I would add is following to statement of Purpose: "To provide accurate, comprehensive intelligence support which is free of preconceived bias and political expediency to a broad range of consumers in a timely....."

The point ~~being stressed~~ is that we should be protected from administration and/or congressional pressures to produce something which fits their idea of how things should be.

**Page Denied**

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2/9

Charlie:

The DCI request provoked little interest in DIV III. The only response, that from [ ] is attached. I agree with Jim, but it would not be politic to do anything but destroy the suggestion. I have nothing to contribute except to say that the first sentence under "People" in the statement is as poorly written as it would be and must be redone. Nothing will stir our people more than to tell them they are the "root source" of the Agency's copolition. Why can't we simply say something like "CIA's strength is its people" or "high quality, productive people are CIA's strength."

STAT

Mac

Equal Employment  
Opportunity

D/Pers

84-0757

9 February 1984

MEMORANDUM FOR: Director of Personnel

STAT

FROM:

  
Director of Equal Employment Opportunity

SUBJECT: Goals, Principles and Standards for the CIA

The EEO managers and employees discussed alternative standards and goals appropriate for the Agency and its people. After considerable soul searching and debate, we conclude that the initial draft statement of Goals, Principles and Standards for the CIA is quite appropriate insofar as what is stated. The ideas are at once practical and lofty; they are achievable, but not without special effort on the part of all employees. However, we are disturbed by what is not stated and therefore we strongly recommend three additions to the initial draft statement of Goals, Principles and Standards for the CIA:

A. To the paragraph, "Management ...," add: We further charge and train our managers to actively demonstrate their commitment to affirmative action and equity.

B. To the paragraph, "People ...," add: We therefore support the letter and spirit of the law to foster and promote equality of opportunity in our hiring and advancement policies.

C. To the paragraph, "Standards ..." add: -- commitment to equality of employment opportunity for all employees and applicants

STAT

